

Corporate governance statement for the financial year 2023

Ørsted A/S (**Company**) hereby provides a statement (**Statement**) on how the Company addresses the 'Recommendations for Corporate Governance' issued by the Danish Committee on Corporate Governance December 2020 (**Recommendations**), cf. the Nordic Main Market Rulebook for Issuers of Shares.

The Statement is based on a 'comply-or-explain' principle. The Company has chosen not to fully comply with one Recommendation.

Where relevant, the Board of Directors has chosen to provide additional comments to the Recommendations.

The Statement is provided in the schedule below.

Danish Recommendations on Corporate Governance

Recommendation	Comply	Explanation or comment
1. Interaction with the company's shareholders, investors and other stakeholders		
1.1. Communication with the company's shareholders, investors and other stakeholders		
<p>1.1.1. The Committee recommends that the management through ongoing dialogue and interaction ensures that shareholders, investors and other stakeholders gain the relevant insight into the company's affairs, and that the board of directors obtains the possibility of hearing and including their views in its work.</p>	<p>Yes</p>	<p>We communicate with our shareholders and investors at the annual general meeting, investor and analyst meetings, capital markets days etc.</p> <p>The Company has an Investor Relations (IR) function. We typically hold between 500-600 investor meetings per year in which the CEO and CFO frequently participate.</p> <p>Furthermore, we hold regular meetings with our majority shareholder, the Danish State, in accordance with the Ownership Policy of the Danish State.</p> <p>On an ongoing basis, the Executive Board gives feedback to the Board of Directors on the Company's IR work to enable the Board of Directors to get insight into the dialogue with our shareholders. We also have recurring dialogue with several other stakeholders.</p>
<p>1.1.2. The Committee recommends that the company adopts policies on the company's relationships with its shareholders, investors and if relevant other stakeholders in order to ensure that the various interests are included in the company's considerations and that such policies are made available on the company's website.</p>	<p>Yes</p>	<p>We have adopted an investor relations policy, a stakeholder engagement policy, and a local engagement stakeholder policy. All policies are available on our website.</p>

Recommendation	Comply	Explanation or comment
<p>1.1.3. The Committee recommends that the company publishes quarterly reports.</p>	Yes	<p>We publish quarterly reports prepared in accordance with IAS 34 Interim Financial reporting and the Danish rules for listed and state-owned companies (Interim Financial Reports).</p> <p>We have also published separate quarterly ESG performance reports. From the financial year 2024, the Interim Financial Reports will also comprise ESG performance data.</p>
<p>1.2. The general meeting</p>		
<p>1.2.1. The Committee recommends that the board of directors organises the company's general meeting in a manner that allows shareholders, who are unable to attend the meeting in person or are represented by proxy at the general meeting, to vote and raise questions to the management prior to or at the general meeting. The Committee recommends that the board of directors ensures that shareholders can observe the general meeting via webcast or other digital transmission.</p>	Yes - partly	<p>It is possible to attend general meetings by proxy, including to vote and raise questions to management prior to the general meetings.</p> <p>Shareholders, who are unable to participate at the general meeting, can subsequently download minutes of the meeting from our website.</p> <p>While our general meeting in 2023 was not webcasted, we have decided to make webcast available going forward.</p>
<p>1.2.2. The Committee recommends that proxies and postal votes to be used at the general meeting enable the shareholders to consider each individual item on the agenda.</p>	Yes	No additional comments.
<p>1.3. Takeover bids</p>		
<p>1.3.1. The Committee recommends that the company has a procedure in place in the event of takeover bids, containing a "road map" covering matters for the board of directors to consider in the event of a takeover bid, or if the board of</p>	Yes	No additional comments.

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<p>directors obtains reasonable grounds to suspect that a takeover bid may be submitted. In addition, it is recommended that it appears from the procedure that the board of directors abstains from countering any takeover bids by taking actions that seek to prevent the shareholders from deciding on the takeover bid, without the approval of the general meeting.</p>		
<p>1.4. Corporate Social Responsibility</p>		
<p>1.4.1. The Committee recommends that the board of directors adopts a policy for the company’s corporate social responsibility, including social responsibility and sustainability, and that the policy is available in the management commentary and/or on the company’s website. The Committee recommends that the board of directors ensures compliance with the policy.</p>	<p>Yes</p>	<p>We have made a sustainability commitment, which has been approved by our Board of Directors. It commits us to operate our business in a way that contributes to the UN Sustainable Development Goals. In addition, we have adopted more specific policies, for example, a code of conduct for business partners that lays out our expectations towards suppliers and other business partners regarding governance, human rights, and the environment. The sustainability commitment and the other policies are available on our website.</p>
<p>1.4.2. The Committee recommends that the board of directors adopts a tax policy to be made available on the company’s website.</p>	<p>Yes</p>	<p>No additional comments.</p>
<p>2. The duties and responsibilities of the board of directors</p>		
<p>2.1. Overall tasks and responsibilities</p>		
<p>2.1.1. The Committee recommends that the board of directors in support of the company’s statutory objects according to its articles of association and the long-term value creation considers the company’s purpose and ensures and promotes a</p>	<p>Yes</p>	<p>We refer to the 2023 Annual Report, pages 22-23.</p>

Recommendation	Comply	Explanation or comment
good culture and sound values in the company. The company should provide an account thereof in the management commentary and/or on the company's website.		
2.1.2. The Committee recommends that the board of directors at least once a year discusses and on a regular basis follows up on the company's overall strategic targets in order to ensure the value creation in the company.	Yes	Our Board of Directors revisits our strategy and reviews the strategic progress annually. In addition, it does strategic deep dives into specific topics on an ongoing basis.
2.1.3. The Committee recommends that the board of directors on a continuously basis takes steps to examine whether the company's share and capital structure supports the strategy and the long-term value creation in the interest of the company as well as the shareholders. The Committee recommends that the company gives an account thereof in the management commentary.	Yes	We refer to the 2023 Annual Report, pages 10, 13, 18, 53, and 198-208.
2.1.4. The Committee recommends that the board of directors prepares and on an annual basis reviews guidelines for the executive management, including requirements in respect of the reporting to the board of directors.	Yes	Our Board of Directors has issued instructions to the Executive Board. The instructions were last reviewed in December 2023.
2.2. Members of the board of directors		
2.2.1. The Committee recommends that the board of directors, in addition to a chairperson, appoints a vice chairperson, who can step in if the chairperson is absent and who can generally act as the chairperson's close sparring partner.	Yes	Pursuant to the Articles of Association, we have a Chair and Deputy Chair, who are both elected by the general meeting.

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<p>2.2.2. The Committee recommends that the chairperson in cooperation with the individual members of the board of directors ensures that the members up-date and supplement their knowledge of relevant matters, and that the members' special knowledge and qualifications are applied in the best possible manner.</p>	<p>Yes</p>	<p>No additional comments.</p>
<p>2.2.3. The Committee recommends that if the board of directors, in exceptional cases, requests a member of the board of directors to take on special duties for the company, for instance, for a short period to take part in the daily management of the company, the board of directors should approve this in order to ensure that the board of directors maintains its independent overall management and control function. It is recommended that the company publishes any decision on allowing a member of the board of directors to take part in the daily management, including the expected duration thereof.</p>	<p>Yes</p>	<p>While the Board of Directors has not requested board members to take on special duties for the Company, Andrew Brown, a board member, has since November 2023 served as interim Chief Operating Officer and member of the Group Executive Team, expectedly until end of March 2024. The interim employment of Andrew Brown was communicated to the market via a company announcement.</p> <p>The Company has taken special precautions to protect the distribution of roles and responsibilities in the Board of Directors and between the Board of Directors and the Group Executive Team.</p>
<p>3. The composition, organisation and evaluation of the board of directors</p>		
<p>3.1. Composition</p>		
<p>3.1.1. The Committee recommends that the board of directors on an annual basis review and in the management commentary and/or on the company's website states</p> <ul style="list-style-type: none"> • which qualifications the board of directors should possess, collectively and individually, in order to perform its duties in the best possible manner, and 	<p>Yes</p>	<p>Our Board of Directors has prepared a board competency profile. The profile is reviewed annually and in 2023 the ESG competence was further detailed to prepare for the implementation of the EU Corporate</p>

Recommendation	Comply	Explanation or comment
<ul style="list-style-type: none"> the composition of and diversity on the board of directors. 		<p>Sustainability Reporting Directive. The profile is available on our website.</p> <p>Our 2023 Annual Report describes the composition of our Board of Directors, including board diversity and the individual board member’s competences (pages 54-56 of the 2023 Annual Report).</p>
<p>3.1.2. The Committee recommends that the board of directors on an annual basis discusses the company’s activities in order to ensure relevant diversity at the different management levels of the company and adopts a diversity policy, which is included in the management commentary and/or available on the company’s website.</p>	<p>Yes</p>	<p>Our Board of Directors annually discusses our activities to ensure relevant diversity at different management levels.</p> <p>We have a global diversity and inclusion policy. The policy is available on our website.</p>
<p>3.1.3. The committee recommends that candidates for the board of directors are recruited based on a thorough process approved by the board of directors. The Committee recommends that in assessing candidates for the board of directors – in addition to individual competencies and qualifications – the need for continuity, renewal and diversity is also considered.</p>	<p>Yes</p>	<p>Our Nomination & Remuneration Committee prepares recommendations regarding election of candidates for our Board of Directors as described in the terms of reference of the committee available on our website.</p>
<p>3.1.4. The Committee recommends that the notice convening general meetings, where election of members to the board of directors is on the agenda – in addition to the statutory items – also includes a description of the proposed candidates’</p> <ul style="list-style-type: none"> qualifications, other managerial duties in commercial undertakings, including board committees, demanding organisational assignments and independence. 	<p>Yes</p>	<p>No additional comments.</p>

Recommendation	Comply	Explanation or comment
<p>3.1.5. The Committee recommends that members to the board of directors elected by the general meeting stand for election every year at the annual general meeting, and that the members are nominated and elected individually.</p>	<p>Yes</p>	<p>No additional comments.</p>
<p>3.2. The board of directors' independence</p>		
<p>3.2.1. The Committee recommends that at least half of the members of the board of directors elected in general meeting are independent in order for the board of directors to be able to act independently avoiding conflicts of interests.</p> <p>In order to be independent, the member in question may not:</p> <ul style="list-style-type: none"> • be or within the past five years have been a member of the executive management or an executive employee in the company, a subsidiary or a group company, • within the past five years have received large emoluments from the company/group, a subsidiary or a group company in another capacity than as member of the board of directors, • represent or be associated with a controlling shareholder, • within the past year have had a business relationship (e.g. personally or indirectly as a partner or an employee, shareholder, customer, supplier or member of a governing body in companies with similar relations) with the company, a subsidiary or a group company, which is significant for the company and/or the business relationship, • be or within the past three years have been employed with or a partner in the same company as the company's auditor elected in general meeting, 	<p>Yes</p>	<p>Except for Andrew Brown, who is not currently considered independent due to his interim role as COO, it is our assessment that all board members elected by the general meeting are independent.</p>

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<ul style="list-style-type: none"> • be a CEO in a company with cross-memberships in the company's management, • have been a member of the board of directors for more than twelve years, or • be closely related to persons, who are not independent, cf. the above-stated criteria. <p>Even if a member of the board of directors does not fall within the above-stated criteria, the board of directors may for other reasons decide that the member in question is not independent.</p>		
<p>3.2.2. The Committee recommends that members of the executive management are not members of the board of directors and that members retiring from the executive management do not join the board of directors immediately thereafter.</p>	Yes	<p>None of the members of the Executive Board are members of the Board of Directors.</p> <p>While Andrew Brown is a member of the Board of Directors and interim member of the Group Executive Team, he is not a member of the Executive Board of the Company.</p>
<p>3.3. Members of the board of directors and the number of other managerial duties</p>		
<p>3.3.1. The Committee recommends that the board of directors and each of the members on the board of directors, in connection with the annual evaluation, cf. recommendation 3.5.1., assesses how much time is required to perform the board duties. The aim is for the individual member of the board of directors not to take on more managerial duties than the board member in question is able to perform in a satisfactory manner.</p>	Yes	<p>As part of the most recent board evaluation in 2023, the Board of Directors discussed and concluded that each of the board members allocates the necessary time to the board work.</p>
<p>3.3.2. The Committee recommends that the management commentary, in addition to the statutory requirements, contains the following information on the individual members of the board of directors:</p>	Yes	<p>We refer to the 2023 Annual Report (pages 54-56) and the 2023 Remuneration Report, both of which are available on our website.</p>

Recommendation	Comply	Explanation or comment
<ul style="list-style-type: none"> • position, age and gender, • competencies and qualifications relevant to the company, • independence, • year of joining the board of directors, • year of expiry of the current election period, • participation in meetings of the board of directors and committee meetings, • managerial duties in other commercial undertakings, including board committees, and demanding organisational assignments, and • the number of shares, options, warrants, etc. that the member holds in the company and its group companies and any changes in such holdings during the financial year. 		
3.4. Board committees		
<p>3.4.1. The Committee recommends that the management describes in the management commentary:</p> <ul style="list-style-type: none"> • the board committees' most significant activities and number of meetings in the past year, and • the members on the individual board committees, including the chairperson and the independence of the members of the committee in question. <p>In addition, it is recommended that the board committees' terms of reference are published on the company's website.</p>	Yes	We refer to the 2023 Annual Report (page 57) and the terms of reference for our Audit & Risk Committee and our Nomination & Remuneration Committee, both of which are available on our website.
<p>3.4.2. The Committee recommends that board committees solely consist of members of the board of directors and that the majority of the members of the board committees are independent.</p>	Yes	No additional comments.

Recommendation	Comply	Explanation or comment
<p>3.4.3. The Committee recommends that the board of directors establishes an audit committee and appoints a chairperson of the audit committee, who is not the chairperson of the board of directors. The Committee recommends that the audit committee, in addition to its statutory duties, assists the board of directors in:</p> <ul style="list-style-type: none"> • supervising the correctness of the published financial information, including accounting practices in significant areas, significant accounting estimates and related party transactions, • reviewing internal control and risk areas in order to ensure management of significant risks, including in relation to the announced financial outlook, • assessing the need for internal audit, • performing the evaluation of the auditor elected by the general meeting, • reviewing the auditor fee for the auditor elected by the general meeting, • supervising the scope of the non-audit services performed by the auditor elected by the general meeting, and • ensuring regular interaction between the auditor elected by the general meeting and the board of directors, for instance, that the board of directors and the audit committee at least once a year meet with the auditor without the executive management being present. <p>If the board of directors, based on a recommendation from the audit committee, decides to set up an internal audit function, the audit committee must:</p> <ul style="list-style-type: none"> • prepare terms of reference and recommendations on the nomination, employment and dismissal of the head 	<p>Yes</p>	<p>We have established an Audit & Risk Committee, which is not chaired by the Chair of the Board of Directors. The roles and responsibilities of the committee are set out in the terms of reference, which are available on our website.</p> <p>We have established an internal audit function. Our Audit & Risk Committee complies with the recommendation in terms of assessing, ensuring, and monitoring the matters set out in the recommendation in respect of the internal audit function.</p>

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<p>of the internal audit function and on the budget for the department,</p> <ul style="list-style-type: none"> ensure that the internal audit function has sufficient resources and competencies to perform its role, and supervise the executive management’s follow-up on the conclusions and recommendations of the internal audit function. 		
<p>3.4.4. The Committee recommends that the board of directors establishes a nomination committee to perform at least the following preparatory tasks:</p> <ul style="list-style-type: none"> describing the required qualifications for a given member of the board of directors and the executive management, the estimated time required for performing the duties of this member of the board of directors and the competencies, knowledge and experience that is or should be represented in the two management bodies, on an annual basis evaluating the board of directors and the executive management’s structure, size, composition and results and preparing recommendations for the board of directors for any changes, in cooperation with the chairperson handling the annual evaluation of the board of directors and assessing the individual management members’ competencies, knowledge, experience and succession as well as reporting on it to the board of directors, handling the recruitment of new members to the board of directors and the executive management and nominating candidates for the board of directors’ approval, 	<p>Yes</p>	<p>We have established a Nomination & Remuneration Committee. The roles and responsibilities of the committee are set out in the terms of reference, which are available on our website.</p>

Recommendation	Comply	Explanation or comment
<ul style="list-style-type: none"> ensuring that a succession plan for the executive management is in place, supervising executive managements' policy for the engagement of executive employees, and supervising the preparation of a diversity policy for the board of directors' approval. 		
<p>3.4.5. The Committee recommends that the board of directors establishes a remuneration committee to perform at least the following preparatory tasks:</p> <ul style="list-style-type: none"> preparing a draft remuneration policy for the board of directors' approval prior to the presentation at the general meeting, providing a proposal to the board of directors on the remuneration of the members of the executive management, providing a proposal to the board of directors on the remuneration of the board of directors prior to the presentation at the general meeting, ensuring that the management's actual remuneration complies with the company's remuneration policy and the evaluation of the individual member's performance, and assisting in the preparation of the annual remuneration report for the board of directors' approval prior to the presentation for the general meeting's advisory vote. 	<p>Yes</p>	<p>We have established a Nomination & Remuneration Committee. The roles and responsibilities of the committee are set out in the terms of reference, which are available on our website.</p>

Recommendation	Comply	Explanation or comment
3.5. Evaluation of the board of directors and the executive management		
<p>3.5.1. The Committee recommends that the board of directors once a year evaluates the board of directors and at least every three years engages external assistance in the evaluation. The Committee recommends that the evaluation focuses on the recommendations on the board of directors' work, efficiency, composition and organisation, cf. recommendations 3.1.-3.4. above, and that the evaluation as a minimum always includes the following topics:</p> <ul style="list-style-type: none"> • the composition of the board of directors with focus on competencies and diversity • the board of directors and the individual member's contribution and results, • the cooperation on the board of directors and between the board of directors and the executive management, • the chairperson's leadership of the board of directors, • the committee structure and the work in the committees, • the organisation of the work of the board of directors and the quality of the material provided to the board of directors, and • the board members' preparation for and active participation in the meetings of the board of directors. 	Yes	We conduct and annually report on the evaluation of the Board of Directors in accordance with the recommendation, and we engage external assistance at least every three years, last time in 2022.
<p>3.5.2. The Committee recommends that the entire board of directors discusses the result of the evaluation of the board of directors and that the procedure for the evaluation and the general conclusions of the evaluation are described in the management commentary, on the company's website and at the company's general meeting.</p>	Yes	We conduct and annually report on the evaluation of the Board of Directors in accordance with the recommendation.

Recommendation	Comply	Explanation or comment
<p>3.5.3. The Committee recommends that the board of directors at least once a year evaluates the work and results of the executive management according to pre-established criteria, and that the chairperson reviews the evaluation together with the executive management. In addition, the board of directors should on a continuous basis assess the need for changes in the structure and composition of the executive management, including in respect of diversity, succession planning and risks, in light of the company's strategy.</p>	Yes	Our Board of Directors regularly discusses the structure, composition, work, and performance of our Executive Board, including in connection with the annual settlement of the members of the Executive Board's performance agreements.
<p>4. Remuneration of management</p>		
<p>4.1. Remuneration of the board of directors and the executive management</p>		
<p>4.1.1. The Committee recommends that the remuneration for the board of directors and the executive management and the other terms of employment/service is considered competitive and consistent with the company's long-term shareholder interests.</p>	Yes	We refer to the Remuneration Policy for the Board of Directors and the Executive Board, which is available on our website.
<p>4.1.2. The Committee recommends that share-based incentive schemes are revolving, i.e. that they are periodically granted, and that they primarily consist of long-term schemes with a vesting or maturity period of at least three years.</p>	Yes	We refer to the description of the share-incentive program for the Executive Board in the Remuneration Policy for the Board of Directors and the Executive Board, which is available on our website.
<p>4.1.3. The Committee recommends that the variable part of the remuneration has a cap at the time of grant, and that there is transparency in respect of the potential value at the time of exercise under pessimistic, expected and optimistic scenarios.</p>	Yes	We refer to the Remuneration Policy for the Board of Directors and the Executive Board and the 2023 Remuneration Report, both of which are available on our website.

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<p>4.1.4. The Committee recommends that the overall value of the remuneration for the notice period, including severance payment, in connection with a member of the executive management's departure, does not exceed two years' remuneration including all remuneration elements.</p>	Yes	<p>If we dismiss a member of our Executive Board, the member is entitled to salary during the notice period (12 months) and a severance payment (12 months' fixed salary).</p>
<p>4.1.5. The Committee recommends that members of the board of directors are not remunerated with share options and warrants.</p>	Yes	<p>Under the Remuneration Policy for our Board of Directors and the Executive Board, it is not possible to remunerate members of the Board of Directors with share options and warrants.</p>
<p>4.1.6. The Committee recommends that the company has the option to reclaim, in whole or in part, variable remuneration from the board of directors and the executive management if the remuneration granted, earned or paid was based on information, which subsequently proves to be incorrect, or if the recipient acted in bad faith in respect of other matters, which implied payment of a too large variable remuneration.</p>	Yes	<p>Our possibility to reduce variable pay before it has been paid out (malus) or after it has been paid out is described in our Remuneration Policy for the Board of Directors and the Executive Board, in the service contracts of the Executive Board and in the detailed terms of our long-term share incentive program.</p> <p>Generally, we do not differ between malus and clawback situations. If the company may reclaim variable remuneration, this applies irrespective of whether the variable pay in question has been paid out or not. Clawback in the event of erroneous information generally requires that the recipient knew or should have known this.</p> <p>However, clawback under our long-term share incentive program may in certain events take place until six months after vesting, even if the recipient did not know or should have known about the claw-back event. Ørsted considers that this is a balanced mechanism, which complies with the recommendation.</p>

Recommendation	Comply	Explanation or comment
5. Risk Management		
5.1. Identification of risks and openness in respect of additional information		
<p>5.1.1. The Committee recommends that the board of directors based on the company's strategy and business model considers, for instance, the most significant strategic, business, accounting and liquidity risks. The company should in the management commentary give an account of these risks and the company's risk management.</p>	<p>Yes</p>	<p>We refer to pages 34-37 and 209-220 of the 2023 Annual Report.</p>
<p>5.1.2. The Committee recommends that the board of directors establishes a whistle blower scheme, giving the employees and other stakeholders the opportunity to report serious violations or suspicion thereof in an expedient and confidential manner, and that a procedure is in place for handling such whistle-blower cases.</p>	<p>Yes</p>	<p>No additional comments.</p>