Welcome and safety briefing
Dear shareholders and guests On behalf of the Board of Directors, I would like to welcome you to Ørsted's annual general meeting. Thank you for coming and for your interest in Ørsted. According to the Articles of Association, the Board of Directors appoints the chairman of the meeting. Once again, the Board of Directors has appointed lawyer Anders Lavesen as the chairman of the meeting.
Safety is one of Ørsted's five guiding principles. We never compromise on safety. Before I give the floor to the chairman of the meeting, I will therefore briefly explain what to do in case of a fire: • There are no planned fire drills. • If the fire alarm sounds, please leave the room immediately and go outside. • Once outside, proceed to one of the muster points. • You can see the emergency exits and muster points on the slide behind me. The emergency exits are also marked with green exit signs. • If the alarm sounds, please follow the directions given by staff. I now give the floor to Anders Lavesen.
Items 1, 2 and 4 on the agenda – the Board of Directors' report, presentation of the annual report for 2018 and the Board of Directors' recommendation for distribution of profit
Vision
The UN's 2030 Agenda for Sustainable Development calls for making significant progress on some of the world's greatest challenges. Global climate change caused by man-made carbon emissions is one of the key threats to human societies and the planet, and urgent action is needed. Human activity has already caused a temperature increase of approx 1.1 degrees Celsius above pre-industrial levels.

If emissions continue at the current rate, global warming is likely to reach 1.5 degrees Celsius above pre-industrial levels at the earliest in 2030, crossing a key threshold set by climate science to avoid irreversible climate change.

The challenge of global warming requires a profound transformation of our global energy systems – from black to green energy. At Ørsted, we have a vision of a world that runs entirely on green energy, and as one of the global leaders in green energy, we are committed to providing tangible and scalable solutions to transform global energy systems from black to green.

Green energy build-out

In 2018, we continued our successful green energy build-out, reaching 8.3GW of renewable energy capacity built by Ørsted at the end of 2018. Over the past decade, Ørsted and our partners have invested approximately DKK 165 billion in green energy.

For the next seven years, we plan to further accelerate our green energy build-out. By 2025, more than 99% of our energy generation will come from renewable sources, and by 2030, our strategic ambition is reach more than 30GW of green energy deployed, allowing more than 50 million people to be powered by green energy built by Ørsted.

This ambition will be supported by an extensive investment programme, and we expect to invest a total of DKK 200 billion in the period from 2019 to 2025. Investments in offshore wind farms are expected to constitute 75-85% of this programme. Onshore investments are expected to constitute 15-20%, while our investments in Bioenergy and Customer Solutions are expected to constitute to 0-5%.

The ambitious decarbonisation of our energy generation puts the carbon reduction from our own operations 27 years ahead of the decarbonisation trajectory for the energy industry that is recommended by climate scientists to stay below the 2 degrees Celsius threshold defined in the Paris Agreement. We further commit ourselves to reduce our carbon emissions in line with the recent scientific recommendation to limit global temperature increases to no more than 1.5 degrees Celsius above pre-industrial levels.

Strategic progress
In 2018, we took a number of important steps in shaping our portfolio towards becoming one of the world's leading renewable energy companies. This summer, we entered into an agreement to acquire the US-based company Lincoln Clean Energy which develops, owns and operates onshore wind farms. Through Lincoln Clean Energy, we have gained a solid growth platform for our Onshore business unit which will provide strategic diversification to Ørsted's portfolio. Our aim is to create a leading North American company in renewable energy, including onshore wind, solar energy and energy storage. Later on, we made another acquisition in the United States when we entered into an agreement to acquire Deepwater Wind. Deepwater Wind is the leading US-based offshore wind developer with an attractive and geographically diverse portfolio of projects along the US East Coast. Together with our existing US organisation, this acquisition creates a leading offshore wind platform for us in the US. In the UK, we commissioned Race Bank and Walney Extension, the world's largest wind farm, while we commissioned Borkum Riffgrund 2 in Germany. All the wind farms were commissioned ahead of schedule, underpinning our experience and efficiency within the construction of offshore wind farms. Together with the rest of the portfolio, the three commissioned offshore wind farms contributed to the continued growth in earnings. We were allocated 900MW capacity in the first Taiwanese grid allocation and an additional 920MW in the price auction later in the year. Consequently, we have secured a total offshore wind capacity of 1,820MW in Taiwan. In Germany, we were awarded the right to build an additional 552MW in 2018. Together with the allocated capacities in 2017, we have secured a total capacity of 900MW without subsidies as well as a capacity of 242MW with subsidies. In the US, we were allocated an additional 104MW at the clean energy auction in Connecticut. Our Revolution Wind project has now secured a total capacity of 704MW, including previously awarded projects in Rhode Island and Connecticut. We expect to

construct it as one joint project, thus unlocking significant procurement, construction and operational synergies.

In June, we announced our plans to divest our Danish power distribution and residential customer businesses, allowing us to focus on renewable energy production.

However, the structured divestment process was discontinued in January this year when our principal shareholder, the Danish State, informed us that there was no longer the political support necessary for continuing the structured divestment process. It is still the Board of Directors' assessment that Ørsted is not the best long-term owner of businesses in question. During 2019, we will therefore continue to investigate different exit options for the power distribution and residential customer businesses with a view to strengthening our strategic focus and ambition to create a global leader in green energy.

Review of the Group's financial key figures

I will now review the key figures for 2018 and the underlying factors.

Our reported operating profit before interest, tax, depreciation, amortisation and impairment – also called EBITDA – increased by 33% to DKK 30 billion. The good results were driven by an increase in generation from our offshore wind farms in operation, which resulted in a 29% increase in EBITDA from these activities.

In addition, earnings from the farm-down of 50% of Hornsea 1 contributed DKK 15.1 billion to EBITDA in 2018. The partial farm-down was one of the largest transactions ever in renewable energy and included the largest single-project renewable energy financing scheme to date. The valuation underpins the attractiveness of our offshore wind assets.

Our operating profit before interests and tax, but after depreciation and impairment – also called EBIT – increased by 52% to DKK 24.7 billion.

Our depreciation and amortisation totalled DKK 6 billion in 2018, an increase of DKK 0.2 billion as a result of more offshore wind farms in operation.

Net financial income and expenses amounted to DKK -1.3 billion in 2018. The higher level compared to 2017 was mainly due to lower capitalised interest as a result of the completion of Walney Extension and Race Bank during 2018.

In 2018, our net profit from continuing operations increased by 47% to DKK 19.5 billion. The increase was mainly due to the significant increase in EBITDA in Offshore.

During 2018, the Ørsted share yielded a total return of 32%. In comparison, the OMX C25 Cap yielded a negative return of more than 10%.

Cash flows, investments and debt

Cash flows from operating activities amounted to DKK 10.3 billion in 2018 against DKK 1 billion the year before. The increase was due to higher EBITDA adjusted for divestment gains, and lower amounts of funds tied up in working capital.

In 2018, we invested DKK 24.5 billion, which represents an increase of DKK 6.7 billion on the previous year. Our investments primarily related to the construction of offshore wind power projects, totalling DKK 11.1 billion, and the acquisitions of Lincoln Clean Energy and Deepwater Wind, totalling DKK 9.6 billion.

Divestments of activities and enterprises amounted to DKK 20.0 billion in 2018 and related primarily to the farm-down of 50% of Hornsea 1, receipt of a deferred payment concerning Walney Extension as well as the divestment of our 50% ownership share in the gas-fired power plant Enecogen.

Our interest-bearing net debt amounted to DKK -2.2 billion at the end of 2018, corresponding to Ørsted being debt-free at the year-end. Our distribution of dividends of DKK 3.8 billion to the shareholders in March 2018 was thus more than offset by free cash flows.

Employees

Our continued focus on safety resulted in a historically low injury frequency in 2018.
As I mentioned in the beginning, we have a strong attention to the safety of our workplace, and the total recordable injury rate per million working hours, called 'TRIR', fell to an all-time low of 4.7. Employee safety and well-being is an important focus area

for us. In 2018, we saw a positive development in the total recordable injury rate and saw yet another year with no life-changing accidents.

Our employee engagement survey in 2018 showed continued high job satisfaction and motivation, which is in line with the results from 2017. Ørsted is thus among the top 10% when we compare our performance with external benchmarks in our main markets.

On behalf of the Board of Directors, I would like to thank the employees and management of Ørsted for their spirited commitment to turning our vision of a world that runs entirely on green energy into reality.

Dividends

The Board of Directors today recommends to the annual general meeting that dividends of DKK 9.75 per share be paid for the financial year 2018, corresponding to an increase of 8.3% and total dividends of DKK 4.1 billion.

This is in accordance with our objective to increase dividends annually by a high single-digit rate compared to the dividends for the previous year up until 2025.

Outlook 2019

Our financial guidance for 2019 is as follows:

EBITDA without new partnership agreements is expected to amount to DKK 15.5-16.5 billion in 2019, equalling an increase of between 4 and 10% relative to 2018.

We expect our gross investments for 2019 to amount to DKK 21-23 billion, reflecting a continued high level of investment in our green energy build-out.

Long-term financial targets and objectives

In connection with our Capital Markets Day last year, Ørsted set out a number of new, ambitious targets and objectives for the Group's long-term strategic and financial development.

Towards 2023, we expect an annual average growth in EBITDA from our operational offshore and onshore wind farms of 20%, corresponding to a level of DKK 25-26 billion in 2023.

Our target is that our return on capital employed for the Group will be 10% for the period 2019 to 2025.

The largest share of our EBITDA will still come from contracted or regulated activities. Consequently, we expect that an average of around 90% of EBITDA will come from contracted or regulated activities in the period 2019-2025.

Remuneration policy

I would also like to briefly comment on our remuneration policy for the Board of Directors and the Executive Board.

The overall objective of our remuneration policy is to attract, motivate and retain qualified members of our Board of Directors and our Executive Board. The policy also aims to ensure the right balance between the Executive Board's fixed and incentive-based remuneration, so that the members are remunerated according to the results achieved at both company and individual level. This ensures tightly aligned interests between the Executive Board and the shareholders. The remuneration of the Board of Directors and the Executive Board in 2018 complies with the guidelines in the remuneration policy.

In 2018, the CEO's and the CFO's fixed salary increased by 8.2% and 16.6%, respectively, which was above the average salary increase of 2.9% in the Group. The salary increases for the CEO and the CFO were given to narrow the gap in the total remuneration compared to median levels for similar positions in large Danish peer companies. After these increases, the salaries of the Executive Board members are still in accordance with Ørsted's remuneration policy of not being a salary leader, but still offer an attractive and competitive remuneration. Another factor in this connection is that, after significant value increases in the past years, Ørsted has the second-highest market cap of all companies listed on the Danish Stock Exchange. I will not go into further details about the individual elements of the remuneration, but refer to the detailed section in our annual report.

Summary
2018 was another year with many changes, and with the acquisitions of Lincoln Clean Energy and Deepwater Wind, we welcomed more highly skilled employees into our company. The integration of the organisations is already well under way. All our employees deserve praise and recognition for their commitment and dedication over the past year. Their strong competences and entrepreneurial spirit, fuelled by a passion for what Ørsted stands for and the work we do, constitute the very foundation of our company. During 2018, we have continued our successful build-out of green energy, while also posting a highly satisfactory result for the year. In addition, employee safety and well-being have been improved once again. On that basis, the Board of Directors has concluded that the results for 2018 are highly satisfactory. Thank you for your attention. I will now give the floor back to the chairman of the meeting.