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360 Law Firm is an international law firm headquartered in Copenhagen. We have developed a straightforward approach to solving the complex legal, strategic, and commercial challenges our clients face when establishing and operating cross-border organizations. This approach takes us 360 degrees around our clients, enabling us to enhance the quality of our advice and services.

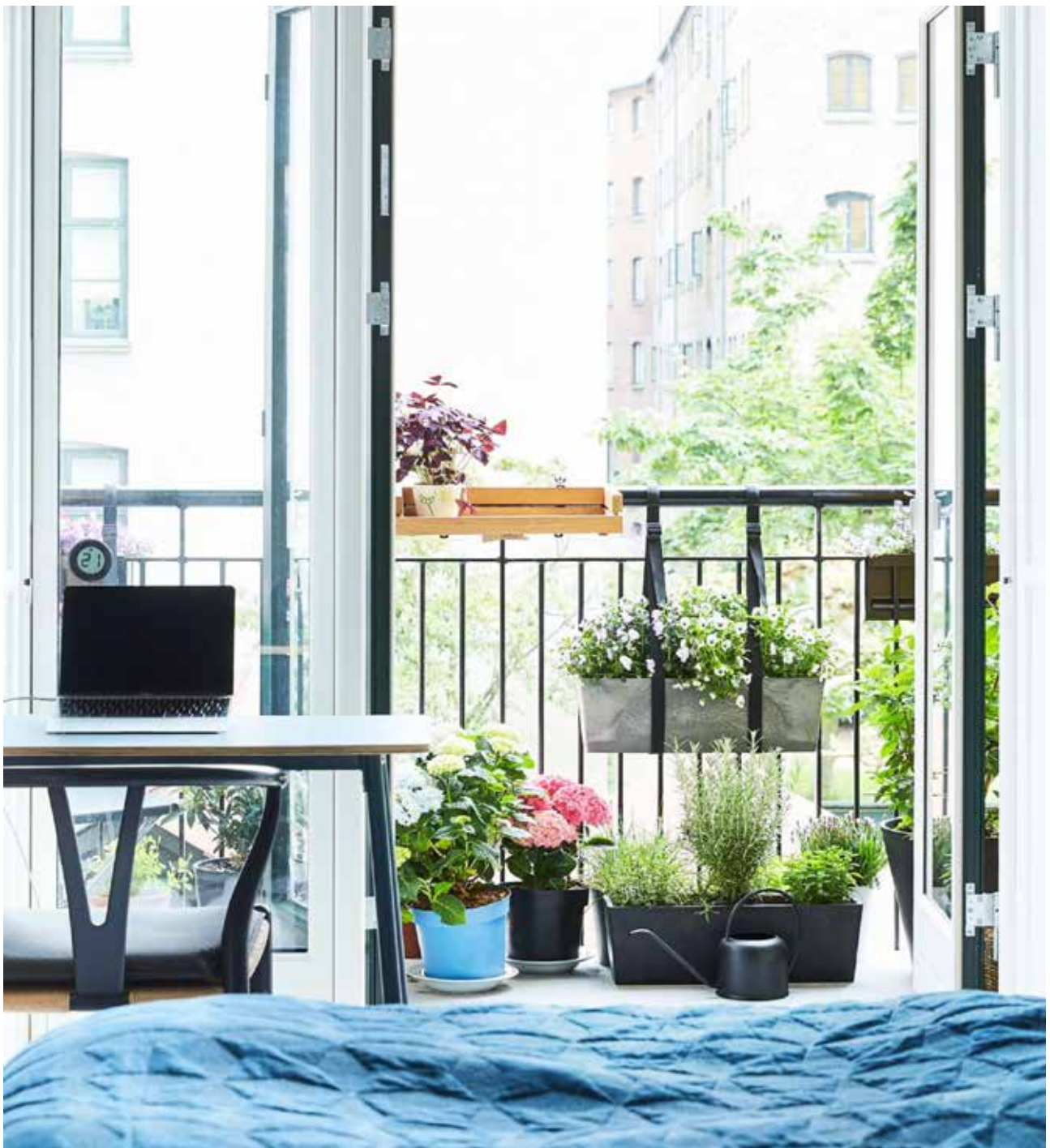
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A swift effort and business-savvy lawyers ensured that jobs were saved at Denmark's largest balcony company.



IN 2023, 360 LAW FIRM ASSISTED A GROUP OF EXPERIENCED INVESTORS IN SAVING THE COMPANY ALTAN.DK.

“A bankruptcy is never desirable. And when it happens to a market-leading company like Altan.dk, it comes as a shock to most people. Not least for the employees, who don’t know if they are coming or going, and for the customers of all the ongoing projects where the balconies need to be completed,” explains Carsten Ceutz, partner at 360 Law Firm and expert in insolvency law. He continues,

“Therefore, it has been particularly satisfying to assist the new owners of Altan.dk. The new ownership group’s decisiveness and quick action meant that the company’s 130 jobs were safely continued. The fact that the new owners also bring extensive industry knowledge means that a previously uncertain situation has now turned into a situation where the company has even greater potential than before.”

Business-savvy lawyers make the difference

“It has been crucial for us in the new ownership group to act quickly so that the uncertainty among the employees and customers did not stand in the way of restarting the company, which holds a strong market position and great untapped potential,” says Søren Iversen, a new co-owner and board member of Altan.dk.

“Therefore, I am also incredibly pleased with the advice and assistance we received from 360 Law Firm. It was especially the team’s focus on the business’s customers and the way in which the future market is integrated into the overall business understanding that enabled us as new owners to execute quickly and incorporate into the new Altan.dk and get off to the best possible start.”



The New Owners of Altan.dk

The new ownership group of Altan.dk brings experience from small, medium-sized, and large Danish businesses, as well as in-depth knowledge of the construction industry. Read more at Altan.dk.

THE FEHMARN CONNECTION IS ALREADY CREATING OPPORTUNITIES



Photo: Patrick Kirkby

The Fehmarn Belt Tunnel will not only bring the European market closer to Denmark when it is completed in 2029. Even now, it is attracting opportunities from Southern Europe, where major international companies like SICE and COBRA have established themselves in Denmark to help realize this enormous infrastructure project.

The impressive multi-billion-euro project, the Fehmarn Belt Tunnel, will connect Denmark and Germany starting in 2029, allowing the journey from Rødby to Puttgarden to take just seven minutes by train or ten minutes by car. The potential for new trade opportunities and interaction across the belt is only speculative at this point. However, it is already clear that this ambitious infrastructure project will create enormous potential when completed, significantly binding Europe closer together.

Connecting Northern Europe Attracts Multi-national Corporations

Visiting the large construction site in Rødby, you will experience an unparalleled level of activity. Global players have moved in to realize the project. Two of these companies are the Spanish firms SICE and COBRA, both owned by French Vinci. Through the consortium Femern Systems Contractors (FSC), they have won a contract worth nearly EUR 600 million for the design and construction of the technical installations inside the tunnel.

The participation of the FSC consortium was announced in 2022 by Henrik Vincentsen, CEO of Femern A/S, who stated:

GET TO KNOW OUR CLIENTS AS WE DO

At 360 Law Firm, industry knowledge is essential when providing legal advice. That's why we make a concerted effort to understand our clients' businesses and markets.



Jose Manuel Olivares
Division Director Jose Manuel Olivares is employed at Grupo Cobra, headquartered in Madrid, Spain. He has been part of the consortium working in Denmark since its inception in 2022.

“Today we have formally signed the important contract for the Fehmarn Belt Tunnel’s installations. The contract is crucial for us to deliver a completed tunnel by 2029, powered by renewable electricity and with energy-efficient installations. SICE-COBRA brings extensive international experience and expertise from other construction projects, and we look forward to working with the consortium to find the best possible solutions.”

A Serious Consortium Focused on Creating Opportunities

SICE and COBRA already have experience with tunnels and infrastructure projects in the Nordic region. In Sweden, they have been involved in the Stockholm Metro North and South projects, the Tingstad Tunnel in Gothenburg, and in Norway, they have implemented technical installations on 23 kilometers of motorway between Ranheim and Værnes, including 15 kilometers of tunnel sections.

Despite being global players, SICE and COBRA naturally operate locally. As with other major contracts on the Fehmarn project, it is expected that a significant number of subcontractors are needed for the consortium, creating opportunities for growth and job creation in the

local area. Further, it is a requirement that apprentices be hired, thus laying the foundation for future craftsmen through the construction of what SICE and COBRA describe as “one of Europe’s most iconic infrastructure projects” during the contract signing in 2022.

From One to 400 Employees

Division Director at Grupo Cobra, Jose Manuel Olivares, leads the tunnel work for the SICE-COBRA collaboration, FSC Consortium.

Jose was the first person on the project in Denmark and Germany, where the initial task was to establish the consortium legally in Denmark. This task was safeguarded by 360 Law Firm, which provided advice and legal assistance as local legal experts.

“We needed to establish our two companies, SICE and Grupo Cobra, in Denmark as a unified consortium, Femern Systems Contractors Consortium. In this context, we investigated which law firms could assist with this task. 360 Law Firm was recommended by another Spanish company that had already received help with a similar task of establishing itself in Denmark. It was also a plus that 360 Law Firm has in-house expertise in Spanish law, as our

headquarters are in Spain.”

The division director was the first employee on the project, however, the expectation is that 400 employees are needed to complete it. Additionally, local subcontractors will be hired for tasks during the project period.

Looking for Opportunities to Increase Engagement in Denmark

As a large international player with global competencies and experience, it is highly valuable that 360 Law Firm can introduce SICE-COBRA to relevant players in sectors such as data centers and life sciences, which require complex enterprises.

Although the task on the Fehmarn Belt Tunnel extends until 2029, Jose Manuel Olivares is already looking for new opportunities to expand the global consortium’s activities in Denmark.

“As division director, it is also my job to find the next possible project. I am actively looking at opportunities in Denmark to expand our activities here. We depend on finding the next project, so this is something that goes hand in hand with our dedicated work on the Fehmarn Belt Tunnel task.”

“This means that our engagement in Denmark is significant now that we are established here. Likewise, in collaboration with local actors, we are looking for new opportunities. I find great value in working with a local advisor who



not only looks at the legal aspects but also contributes with business understanding and interesting opportunities by activating their network for me as a client in the way 360 Law Firm does,” concludes Jose Manuel Olivares.

About SICE, COBRA, and the Femern Systems Contractors Consortium

The consortium FSC, Femern Systems Contractors Consortium, operates in both Denmark and Germany with assistance from 360 Law Firm in their work on the Fehmarn Belt Tunnel. They have won the task of designing and constructing the tunnel’s technical installations, a project worth nearly EUR 600 million.

The consortium is composed of companies from the two multinational groups SICE and Grupo Cobra.



About the Fehmarn Belt Tunnel

The Fehmarn Belt Tunnel is Denmark's largest infrastructure project, designed to connect Denmark with Europe via the world's longest immersed tunnel for cars and trains. The 18-kilometer tunnel will make it possible to travel from Rødby to Puttgarden in just 10 minutes by car – and seven minutes by train!

Additionally, the Fehmarn Belt connection is part of a greener transport corridor in Europe, enhancing the transport of goods by electric trains.



Business Lolland-Falster's CEO: A Great Potential for Business Development

Business Lolland-Falster works to attract new companies to Lolland-Falster, and the Fehmarn Belt Tunnel has become a game-changer, says Mikkel Wesselhoff, CEO of Business Lolland-Falster,

“Now foreign companies are looking our way, and they are making their investments. This is a major breakthrough, and things are really moving forward. The region will experience a massive economic upswing in the coming years. The demand for business establishment areas is already increasing, and the potential is huge. We are now seeing the concrete results of the extensive groundwork that has been done over several years. Looking to the future, this heralds a new era where foreign investors are noticing Lolland-Falster,” says Mikkel Wesselhoff.

Business Lolland-Falster's CEO has followed the Fehmarn project for many years and is very pleased with the way local companies have managed to become part of the project and secure tasks.

“Companies in Lolland-Falster have prepared thoroughly, and they are ready to take on tasks that require cross-border and cross-cultural collaboration. They now know what is required of them, and there are actually more opportunities for subcontractors in the production phase. Now it's time to cultivate the contacts that have already been established and be proactive,” says Mikkel Wesselhoff.

Read more about Business Lolland-Falster at www.businesslf.dk.

* Source: <https://www.sice.com/en/blog/2022/06/29/spanish-consortium-coformed-by-sice-and-cobra-is-awarded-the-contract-to-implement-the-electromechanical-installations-in-fehmarn-belt-tunnel-for-over-500-million-eur/>

** Source: <https://femern.com/da/presse/nyheder/indgar-milliard-kon-trakt/>

*** Source: <https://folketidende.dk/femern/sice-cobra-vi-har-gavn-af-lokalt-netvaerk>



THE VALUE OF NETWORKING



A robust network is paramount to the ongoing success of 360 Law Firm. Not just as a source of new business, but for the unique proposition it offers clients. They don't just seek legal advice; they gain access to a network that can bolster their businesses.

As a client of 360 Law Firm, one of the primary benefits is access to a robust network extending far beyond Denmark's borders. Ulrik Fleischer-Michaelsen, Partner and Co-founder of 360 Law Firm, brings nearly 40 years of legal experience and has cultivated an extensive professional network spanning industries and borders.

360 Law Firm provides its clients with access to a global network.

"We're not just legal experts; we're a full-service law firm with a strong network of industry experts. This allows us to engage with our clients' businesses and the industries they operate in. Today, it's not enough to offer isolated legal advice; it must be contextualized within our clients' businesses and the broader environment they operate in. As experienced advisors to top executives and multinational corporations looking to establish themselves in Denmark, leveraging our network for the benefit of our clients has become second

nature at 360 Law Firm," explains Ulrik Fleischer-Michaelsen.

This means that 360 Law Firm now actively activates the network for clients, not only within Denmark but globally. They collaborate closely with embassies, business promotion organizations, and of course, clients, who often embrace the network and actively participate in forming cross-border relationships that create value.

"It's crucial that we understand our clients. We take the time to get to know the individuals we work with and take a keen interest in the organizations they represent. I've found that natural curiosity is essential for fostering a good collaboration, whether among colleagues or in advisor-client relationships. Consequently, clients who show interest in the network remain clients, and our relationships grow even stronger. This ensures that our legal advice continually improves – we become increasingly adept at tailoring it to each client's business needs and can offer them a strengthened network of relevant contacts within their industry. We're very conscious of adding this extra value to our advice."

360 Law Firm's network spans wide and deep

"At 360 Law Firm, we see opportunities in

fostering open, engaging dialogue,” he emphasizes. And it’s not just Ulrik Fleischer-Michaelsen, also co-founder Mette Gade, and the partnership circle at 360 Law Firm are highly motivated to actively participate in expanding the network.

“Because offering our clients access to a unique network is crucial, we ensure that everyone in our organization can contribute. It’s not just the experienced individuals who have the opportunity to network; we make sure all of us can bring added value to our clients through our collective network. Therefore, 360 Law Firm is now involved in numerous professional networks. Some, like the Data Center Industry, were even co-founded by us. I cannot stress enough how integral the network is in turning law from a mere expense into an investment in our clients’ development. We’re not just problem solvers; we play a role in fostering development. This is what sets us apart and why our clients choose us – even when comparing us to significantly larger firms in the industry,” concludes Ulrik Fleischer-Michaelsen.

Do you recognize the value of an advisor with a strong network?

If you have any questions about how we leverage our network for the benefit of our clients, feel free to reach out to Ulrik Fleischer-Michaelsen. You can contact him at ufm@360-lawfirm.com to schedule a coffee meeting – chances are, you will leave the meeting not only with a new contact in your network but also with fresh opportunities and plenty of ideas on how 360 Law Firm’s network can contribute to your business development.

Do you want to grow your partner business with 360 Law Firm?

If you are a lawyer with your own partner business looking to grow by offering your clients access to a full-service experience, 360 Law Firm has a unique service concept that makes this possible. This has resulted in a large share of loyal clients who choose us for an increasing number of legal and commercial areas. If you want to learn more, feel free to contact us at partner@360-lawfirm.com for a confidential introduction to 360 Law Firm and the opportunities in a partnership.

Discover how networking and knowledge of Coromatic’s industry lay the strong foundation for the successful collaboration on page 22.

SICE-COBRA's collaboration with 360 Law Firm



Photo: Patrick Kirkby

NATIONAL INSIGHT COMBINED WITH INTERNATIONAL OUTLOOK

Today, the multinational companies SICE and COBRA have made significant strides in their work on the Fehmarn Belt Tunnel. They do so within the joint consortium FSC, Femern System Contractors Consortium, established by 360 Law Firm in both Denmark and Germany.

In 2022, 360 Law Firm initiated collaboration with SICE and COBRA. The initial task was to establish a consortium, Femern System Contractors Consortium, for the two multinational corporations SICE and Grupo Cobra, tasked with the monumental challenge of designing and constructing the technical installations in the Fehmarn Belt Tunnel, Denmark's largest infrastructure project.

the consortium's work in Lolland. Crucially, the availability of dedicated contacts and the comprehensive service provided through the unique service concept at 360 Law Firm have been instrumental.

Since the establishment, the collaboration has evolved from a specific task of consortium formation to ongoing advisory services.

"If we encounter challenges, such as those related to accounting practices or other practical aspects of operating a business in Denmark, or gaining familiarity with the Danish market more generally, we can always consult our contact at 360 Law Firm and receive competent and relevant guidance."

For the Division Director, it's crucial that 360 Law Firm offers not only national insights into resolving the legal challenges



THE ESTABLISHMENT IN DENMARK AND GERMANY WENT VERY SMOOTH

"The establishment process in Denmark and Germany went very smoothly, and we feel confident being advised by 360 Law Firm. Besides maintaining a good relationship in our collaboration, it's also significant that we can seek advice on the business challenges encountered when building something new in a foreign country – even for multinational players like SICE and COBRA," explains Jose Manuel Olivares, Division Director at Grupo Cobra, who oversees

faced by multinational corporations establishing themselves in Denmark but also the international outlook stemming from its global expertise. The presence of a Spanish contact, duly qualified in both Danish and Spanish law, has been particularly beneficial. Therefore, he readily offers his recommendations:

"Yes, I would certainly recommend 360 Law Firm."

Access to strong networks and a focus on collaboration and client understanding create commercial opportunities

In the legal industry, delivering at a high level of legal expertise is a prerequisite for even being in the market. Therefore, for us at 360 Law Firm, it's not enough to merely have a grasp of the law.

We aim to encompass our clients and their businesses entirely – even if it means traveling the globe with them. Only in doing so can we

ensure that legal expertise translates into competent and relevant advice at the highest level, through collaborations that create commercial value for our clients.

What sets 360 Law Firm apart in the legal advisory market is the understanding of our clients' businesses and the markets in which they operate. We dedicate ourselves to



HEADQUARTER IN DENMARK

CLIENTS IN:

ALBANIA
ARGENTINA
BOSNIA AND HERZEGOVINA
BRAZIL
CANADA
CHINA
CROATIA
CYPRUS
DENMARK
ENGLAND
FINLAND
FRANCE
GERMANY
GREENLAND
HONG KONG

IRELAND
ITALY
JAPAN
NORWAY
PORTUGAL
SINGAPORE
SOUTH KOREA
SPAIN
SWEDEN
SWITZERLAND
CZECH REPUBLIC
THE NETHERLANDS
UNITED ARAB EMIRATES
TURKEY
USA

understanding our clients' markets, both at the industry level and on an intercultural level.

Whether advising Danish or international clients, our network is a significant part of our service, as we believe that a robust network regionally, nationally, and internationally is crucial for expanding commercial activities with the greatest possible success.

Therefore, we have many collaborations with international players worldwide, and we maintain ongoing dialogues with embassies, business promotion, and advocacy organizations, both inside and outside Denmark, so that we may assist international companies wishing to establish themselves in Denmark and Danish

companies ready to take their business beyond Denmark's borders in the most valuable way.

Our commitment to our clients' relationships and access to current knowledge through our network means that our clients take us out into the world, where we assist and advise them. This applies to both international clients we have assisted in establishing business in Denmark and our Danish clients looking to expand into new international markets.

We work internationally

Just as our network reaches out into the world, so does our client portfolio.



WHAT IS THE WORST THAT CAN HAPPEN IF THE POWER GOES OUT?

Although you may not be familiar with the company Coromatic A/S, they have most likely already made your everyday life more stable and secure. How? Let's find out.



We are in the process of electrifying Denmark. As a result, businesses and public organizations are becoming increasingly dependent on stable power. Power interruptions are unacceptable, not only for these entities but also for you as a customer, user, or patient. Moreover, various external risk factors affect an organization's operations, such as hackers targeting the power grid and similar threats.

Thus, stable power supply is crucial for ensuring that our daily lives run smoothly and securely. This is precisely what Coromatic delivers: stability and security through high-tech and specialized emergency power and data communication solutions within critical infrastructure.

An invisible hand, ready to intervene

"At Coromatic, we design, build, and service technically critical infrastructure for hospitals, data centers, airports, and many other organizations dependent on connectivity to operate," explains Kurt Vahlun Sørensen, CEO of Coromatic A/S.

"For instance, in super hospitals, a power outage can quickly become a matter of life or death if emergency procedures are not in

GET TO KNOW OUR CLIENTS AS WE DO

At 360 Law Firm, industry knowledge is crucial for providing legal advice. That is why we make a concerted effort to understand our clients' businesses and markets. Therefore, we highlight some of our clients' businesses.

place. Emergency power systems are crucial for enabling healthcare professionals to continue treating patients during power outages," he elaborates.

"Coromatic is a highly specialized and technology-driven company. We focus on delivering technical solutions to our customers. When our technicians are on-site with a customer, it's always critical: whether it's a hospital or a data center being serviced, a mistake could potentially shut down the facility. Therefore, preliminary analyses and risk assessments are a significant part of our deliveries."

This set requirements not only to Coromatic's own organization but also on external partners like 360 Law Firm.

"We all at Coromatic must be aware of how crucial our deliveries are to our customers and what errors mean for their operations. Likewise, our partners must also be aware. This is essential for us to deliver at the high level and with the responsibility that the task of emergency systems requires."

Denmark as a data center hub

Looking at data centers, they have been instrumental in Coromatic's growth in recent years. This growth is preceded by significant efforts to establish international recognition of Denmark as a data center hub.

"This effort has been driven by politicians recognizing the opportunities that data centers bring in terms of job creation and growth in Denmark," says Kurt Vahlun Sørensen. He explains the three primary reasons why Denmark is chosen by international companies for their data centers:

"Several factors contribute to the growth of the data center market in Denmark. Particularly, the Danish climate, minimizing the need for cooling, the stable political environment supporting Denmark as an attractive data center location, and a well-established electrical and fiber network infrastructure are crucial factors when our country is chosen by global tech companies."

A green advisor for global tech players

This has resulted in a 20% growth in the number of employees at Coromatic Denmark since Kurt Vahlun Sørensen became CEO in 2021.



About Coromatic A/S

Coromatic is a service company and an independent system integrator that designs, builds, and services technically critical infrastructure such as data centers, hospitals, airports, and many other connected organizations in Denmark and the rest of the Nordic region. Coromatic A/S is owned by the E.ON Group.

You can read more about Coromatic at www.coromatic.com.

“Data drives much of the development in the data center industry. Looking at global tech companies, we anticipate that they will build the same amount within the next three years as they have done in the last 15 years. AI, in particular, plays a crucial role in the growth of data volumes that need to be stored, thereby increasing the need for data center capacity.”

At Coromatic, there is also a keen awareness that the customers’ growth means increased electricity consumption and its impact on the environment. Therefore, Coromatic works on multiple levels to provide more sustainable solutions to its customers.

“Increased data consumption also means increased power consumption. It’s essential for us that our customers always have the option to optimize their solutions to be as environmentally friendly as possible. As advisors, it’s



Kurt Vahlun Sørensen

Kurt Vahlun Sørensen is the CEO of Coromatic A/S. He joined the company in 2021 and has since contributed to its development, resulting in a 20% increase in employees. As a leader, Kurt focuses on ensuring that Coromatic A/S delivers solutions that stabilize customers' businesses while minimizing their environmental impact through modern and up-to-date solutions.

crucial that we can inform our customers based on informed decision-making and offer solutions that consider the environment. My experience shows that the vast majority choose the most environmentally friendly solution when presented with it. Often, it's not a matter of rejection, but rather inadequate advice if a solution that doesn't prioritize the environment is chosen. Sustainability plays an incredibly significant role among decision-makers, and that's why we're proud to advise on the most responsible solutions."

"On a more practical level, considering the environment is also good business, where you can often achieve a payback period of just three to five years and simultaneously achieve a reduction in CO2 emissions of up to 75%," Kurt Vahlun Sørensen concludes.



Coromatic on the Collaboration with 360 Law Firm



Kurt Vahlun Sørensen
CEO of Coromatic A/S.



I WOULD DEFINITELY RECOMMEND 360 LAW FIRM TO OTHERS

The collaboration between Coromatic and 360 Law Firm was initiated by Kurt Vahlun Sørensen when he assumed the role of CEO of Coromatic A/S in 2021. He knew 360 Law Firm from the industry association Datacenterindustrien (DDI), where both Coromatic and 360 Law Firm are active members.

This industrial engagement was a key reason for choosing 360 Law Firm as a partner. Kurt Vahlun Sørensen explains it simply, "It was a matter of chemistry and industry knowledge."

Industry Knowledge

"I like having a law firm that understands the industry, and therefore, 360 Law Firm's engagement in Datacenterindustrien was very significant. I am very satisfied with 360 Law Firm's understanding of our business area and how we operate at Coromatic. This means they also understand what is important to our customers," elaborates Kurt Vahlun Sørensen,

"We use 360 Law Firm a lot for advisory cases. For us, it is crucial that we can address potential disputes as early as possible to prevent them from escalating into arbitration cases. In the long run, there are no real winners in such cases, especially when, like us, you rely on satisfied and returning customers who trust us to deliver high quality and credibility."

"This requires legal advice from lawyers who can anticipate issues and understand the importance of early intervention. This helps us achieve higher customer satisfaction among our clients, which is essential for us."

Everyday Collaboration Is Key

"Our collaboration works very well, and as a client, I find the cooperation very agile.

360 Law Firm is easy to talk to and, most importantly, easy to contact when necessary. This is invaluable in an industry as dynamic as ours."

"For me, it is crucial to have a dedicated contact person with whom I have ongoing dialogue. I would not choose a firm that didn't offer this. I don't need to engage with the area experts who work to equip my primary advisor at 360 Law Firm. Instead, I prioritize the comprehensive advice built on the experts' knowledge, which I receive from my main advisor. This person can translate the legal aspects and put them into perspective for our everyday operations at Coromatic, making it easy to implement within my organization. This makes me feel that 360 Law Firm operates very agilely and understands my business."

A Recommended Partner

"We want satisfied customers, and this requires that our lawyers understand the market we are in and can advise us on what we offer our clients: professionalism, security, safety, and agility. And that's what I get with 360 Law Firm."

"So yes, I would definitely recommend 360 Law Firm to others. Again, due to their industry knowledge that allows us to be proactive and their agile setup that ensures a smooth collaboration," he concludes.

A EUROPEAN EPICENTER FOR THE GREEN TRANSITION



In Esbjerg, energy has been the foundation for growth for over 50 years. The oil and gas industry used to be the main driver of this growth. Today, it is the green transition.

“Esbjerg is without a doubt the most important energy hub for development right now, both in Denmark and Europe. For nearly 50 years, we were the Danish center for oil and gas, but Esbjerg has now transformed to focus on renewable energy. That’s why we already have 20 years of experience with offshore wind, and we are ready to leverage this experience as the green transformation gains momentum,” says Karsten Rieder, director of Business Esbjerg, explaining why Esbjerg is more relevant than ever for international companies.

From oil and gas extraction to sustainable solutions

“Much of the infrastructure and expertise accumulated in and around Esbjerg over the years from oil and gas extraction, and more recently offshore wind, can now be used to ensure Europe becoming energy self-sufficient—ideally with sustainable energy—and to develop sustainable solutions. In Esbjerg, we see interesting new initiatives like carbon capture and carbon storage from international companies like Total Energies and INEOS Energy, where CO₂ will be collected and pumped into now-depleted oil fields.”



Thus, Esbjerg is no longer just an energy epicenter for Denmark. It is home to the world's most important offshore wind port and Europe's largest Power to X facility, set to be operational in 2024. This highlights Esbjerg's role as a starting point for not only Danish but also global solutions to the energy and climate challenges we face.

"In Esbjerg, we have many international companies. Additionally, many local companies have a global outlook. So, our business activities in the area are very internationally oriented. Even though we have Esbjerg in our name, it's always with an eye on global opportunities."

The Esbjerg Declaration

"Esbjerg has been a key player in the energy sector for many years, but with the Esbjerg Declaration in 2022, things really took off. It's the most ambitious plan to boost the green transformation on a European scale by creating a coherent infrastructure. The ambitions were formulated and signed here in Esbjerg with participation from our Prime Minister Mette Frederiksen, other European leaders, energy ministers, and the President of the

Karsten Rieder

has been the Director of Business Esbjerg for nearly two years. However, he has been with Business Esbjerg for over eight years, previously serving as the Business Manager responsible for business-related contacts.



About Business Esbjerg

Business Esbjerg focuses on workforce, entrepreneurship, energy, data, and business services. This independent membership organization is partially publicly funded and currently has 962 member companies, making it the largest of its kind in Denmark. Business Esbjerg plays a crucial role in business services for the municipalities of Esbjerg and Fanø.

The primary benefit for members is the active network surrounding professional events, which discuss ongoing opportunities in the European epicenter for energy. Besides energy, Esbjerg is also a significant hub for digital infrastructure in Northern Europe, with several major undersea cables from the USA and the Netherlands landing here.

This positioning makes not only Esbjerg but also Denmark a viable alternative to the classic data center hubs, the FLAP cities (Frankfurt, London, Amsterdam, and Paris). (Read more on page 26).

European Commission, Ursula von der Leyen.”

“After that day, we clearly felt increased international attention. We’ve accompanied the Prime Minister and the Ministry of Foreign Affairs to the US, among other places, to highlight the opportunities in how we approach the green transition here in Denmark.”

A growth adventure

“Esbjerg is looking at strong development and can embark on a significant growth journey if the EU invests as much in offshore wind as planned. Denmark—and especially Esbjerg—will play a key role. Currently, 13.5 gigawatts are projected (1GW equals the consumption of 1,000,000 households, ed.). These projects are primarily in the German and English parts of the North Sea but are shipped from Esbjerg.”

“In the PtX (Power to X) sector, Esbjerg could also play a decisive role, as Denmark and Germany are discussing creating a hydrogen pipeline from Esbjerg to Fredericia and further to Germany”, explains the director.

“Producing hydrogen in Denmark and exporting it to Germany could be a growth adventure. The Danish and German governments need to invest in the infrastructure because the volumes are so large that a pipeline infrastructure is required. For Esbjerg, this means that the green electricity comes in via Esbjerg and

is used for hydrogen production, which is then exported to Germany. We already have an established and very large supply chain ready to realize these ambitions,” he explains, emphasizing that a third of all private jobs in Esbjerg are related to energy.

“It’s important that we move from national ambitions to action. The industry is now calling for hydrogen infrastructure. We need to quickly transition from visions and ambitions to taking the first steps so we can get started. We welcome national state support for the industry’s development. A CCS (carbon capture and storage) strategy has been launched, so good things are happening, but we need to move even faster to fully realize the international opportunities in Esbjerg,” concludes Karsten Rieder.



HAVING 360 LAW FIRM AS A MEMBER PROVIDES ACCESS TO HIGHLY SPECIALIZED SKILLS.

A valuable part of the energy sector is legal experts.

“As a full-service law firm, 360 Law Firm is focused on understanding and engaging with clients’ businesses and the industries they operate within. This is essential for delivering the best advice regardless of the nature of the task.

Through Business Esbjerg, we have been involved in tasks within the energy sector.

“We have had some very specific international company establishments where 360 Law Firm has taken on the role of the attorney, handling the local aspect. 360 Law Firm is very professional, and it’s clear that they have strong expertise in servicing foreign companies looking to establish themselves in Denmark. The knowledge they possess allows us, as a member organization, to gladly utilize 360 Law Firm when providing knowledge sharing through our member events, which are a significant part of our activities,” explains Karsten Rieder, Director of Business Esbjerg. He elaborates,

“Having 360 Law Firm as a member gives us access to very specific competencies, including construction law and commercial law. And when you’ve had close dialogue with them over the years, you know that they are always relevant to recommend in a business network like ours, whether the task is about establishing an international company in Denmark, the need for ongoing advice in business operations, or within very large infrastructure and construction projects.”



A STRONG NATIONAL ECOSYSTEM AROUND DATA CENTERS ENSURES DENMARK A PLACE IN THE DIGITAL WORLD ELITE

“Today, Denmark has taken on a global role as a recognized data center hub, hosting data centers for several leading tech companies. However, it hasn’t happened by itself,” explains Henrik Hansen, CEO of the Data Center Industry.



Denmark: A New Hub for International Tech Companies' Data Centers

Today, Denmark is a top priority for international tech companies' data centers and colocation data center operators in Northern Europe. However, we haven't always been an obvious choice. Historically, areas near Eu-

rope's economic powerhouses—Frankfurt, London, Amsterdam, and Paris, known as the FLAP cities—were the first choices. But now, we see growing interest in Denmark and the Nordic region,” explains Henrik Hansen, CEO of the Danish Data Center Industry Association.

When the Giants Recognized Denmark's Digital Advantages

"Previously, we didn't see these massive data centers in Denmark. It wasn't until 2015 when Apple announced that they had chosen Foulum near Viborg for their large data center project that the industry really took off in Denmark. Just two years later, Meta (formerly Facebook) followed. Since then, it has been one success after another. I believe it's hard to find industries that have invested more in Denmark over the past seven years than the data center industry, which is on par with the pharmaceutical industry. This is also why the Danish Data Center Industry Association was founded in 2017."

Most people were surprised when Apple announced their entry into Denmark with their Foulum data center in early 2015. However, this came after three years of dedicated efforts from Invest in Denmark, under the Ministry of Foreign Affairs, to spark Apple's interest. They succeeded in showcasing Denmark's advantages as a data center location, and Viborg Municipality managed to offer something different than what was available in the established FLAP cities.

"I was involved in the work at Viborg Municipality, and we quickly realized that Denmark's position in renewable energy was crucial, as was our digital infrastructure and social stability. These factors continue to be decisive selling points when Denmark positions itself as a relevant alternative to the established FLAP data center cities, which have historically won out by offering low latency."

Sustainability and ESG: New Selling Points

"Today, latency is less important as a selling point. Instead, ESG and sustainability are especially significant to companies operating data centers. They are keen to minimize energy consumption in running our digital society."

"This can be achieved by locating close to the latest knowledge and expertise to develop more energy-efficient technologies, such as cooling. Locations are also evaluated based on whether they are in a country with up-to-date legislation that allows for practices like reusing excess heat. Most importantly, there must be access to renewable energy. This is where Denmark has a crucial advantage."

National Focus on Growth Opportunities

Henrik Hansen participated in the efforts to bring Apple to Viborg in 2015. He saw the potential to support international efforts to raise awareness of Denmark as a data center



Henrik Hansen

CEO of the Danish Data Center Industry Association:

"Having a law firm with industry experience and knowledge of international business operations is relevant in many contexts for companies active in the data center industry. Choosing 360 Law Firm as an advisor is beneficial, especially for more complex cases, given their industry knowledge."

"Recently, we worked with 360 Law Firm on establishing the Net Zero Innovation Hub for Data Centers. 360 Law Firm helped set the framework and procedures for this pan-European initiative, involving four major international players: Danfoss, Google, Microsoft, and Schneider Electric. It was a complex task that was very well executed."

location through a national initiative via a dedicated industry association. This led to the founding of the Danish Data Center Industry Association in 2017 by relevant stakeholders, including 360 Law Firm, which remains active on the board today.

“In the Danish Data Center Industry Association, we have brought together players who operate, develop, service, and educate for the data center industry. This is a broad membership base, so we consider our member network more like an ecosystem. The competencies gathered in the association ensure our increasingly digitized society functions smoothly. At the heart of this digitization are the data centers, without which much of our digital society would not function.”

“Our broad base means we are both an effective and relevant association. In our dialogue with political decision-makers, we have the weight necessary to maintain interest and create understanding for the growth opportunities data centers bring.”

“Deciding to build a new data center brings job creation opportunities during the construction phase. The operation also requires specialized knowledge, such as setting up emergency power systems. Additionally, both pre-decision and post-establishment advice are needed. In the legal area, for example, construction law is relevant during the building of data centers, and placing parts of an international company in Denmark creates ongoing advisory needs. Even though a data center does not require many employees itself, it still represents growth opportunities in the surrounding ecosystem. Increased focus on sustainable solutions also pushes innovation in Danish research environments to world-class levels through collaborations,” explains Henrik Hansen.

As a full-service law firm, 360 Law Firm, with its industrial insight and commercial understanding, is ideally positioned to advise on both specific industrial conditions and general business operations.

360 LAW FIRM'S ACTIVITIES IN THE DATA CENTER INDUSTRY

Ulrik Fleischer-Michaelsen, co-founder of 360 Law Firm, has been involved in the Danish Data Center Industry Association since before its official launch in March 2017. In addition to his role on the board, he was part of the founding working group, leading the legal efforts.

“There are many facets when new players enter the Danish data center market, such as legislation, tax issues, and employment. It's great to have a partner who knows the industry and is engaged in it. This is why 360 Law Firm is a good partner, both for us and for the companies we recommend to 360 Law Firm,” explains Henrik Hansen, CEO of the Danish Data Center Industry Association.

“Having a law firm specializing in large infrastructure projects and understanding international business operations is relevant in many contexts for companies active in the data center industry. The fact that 360 Law Firm also has industry-specific knowledge makes them a valuable advisor, even for more complex cases.”

“Recently, we worked with 360 Law Firm on the establishment of the Net Zero Innovation Hub for Data Centers. 360 Law Firm helped set the framework and procedures for this pan-European initiative. It was a complex task involving four major international players: Danfoss, Google, Microsoft, and Schneider Electric. And it was very well executed.”

Global Green Initiatives Stemming from Internal Collaboration

The Danish Data Center Industry Association's CEO emphasizes that most political decision-makers today see the data center industry as crucial for ensuring growth in Denmark. He also notes increasing interest in finding solutions to the environmental impact of the growing data consumption that digitalizing more parts of our society entails, which manifests in more and larger data centers.

"Both politicians and companies operating data centers are interested in minimizing the environmental impact of our digital society. Politically, we see regulation at the EU level, and from the companies' side, we see international collaborations and investments in renewable energy projects."

"A good example of this is the establishment of the Net Zero Innovation Hub for Data Centers in 2023. This new collaboration was initially initiated by Danfoss, Google, Microsoft, and Schneider Electric, all members of the Danish Data Center Industry Association. This initiative was started under the association's auspices and has a pan-European strategy to enable international collaborations that ensure faster development and deployment of new green solutions for data center operations."

"Where we started with the aim of establishing Denmark internationally as a hyper-scale data center country with the association, we now see that we can begin to use our ecosystem to inspire internationally and create export opportunities. The growing need for larger data centers, for instance, for artificial intelligence, increases the demand and investments in the data center industry in Denmark."

"If we can continue to stay ahead by collaborating on creating and enabling the rapid implementation of new green solutions, we have a very promising growth case ahead of us," concludes Henrik Hansen.

About the Danish Data Center Industry Association

The Danish Data Center Industry Association (DDI) was founded in 2017 following Apple and Meta's investments in data centers in Viborg and Odense, respectively. Today, the industry association has members from across the entire data center ecosystem, including operators, suppliers, consultants, property developers, educational institutions, and municipalities.

The Danish Data Center Industry Association collaborates with organizations representing the data center industries in the five Nordic countries of Iceland, Sweden, Norway and Finland. Together, they are coordinating Nordic Data Centre Week, where school students are invited into data centers across the Nordic region to increase interest in a career in the industry and the understanding that they are essential for data usage, streaming and other aspects of digital life.

NET ZERO INNOVATION HUB FOR DATA CENTERS: A NEW PAN-EUROPEAN PLATFORM FOR SUSTAINABLE DATA CONSUMPTION

In 2023, 360 Law Firm assisted four global data center industry leaders in establishing the new association, Net Zero Innovation Hub for Data Centers. This initiative aims to find solutions to minimize the climate impact of data consumption.

Danfoss A/S, Google Denmark ApS, Microsoft Denmark ApS, and Schneider Electric Denmark A/S launched the Net Zero Innovation Hub for Data Centers in 2023. The new association was announced in Fredericia at the Danish Data Center Industry Association, which will also serve as the secretariat for the new organization. 360 Law Firm has supported the four founding members in establishing this new association, which aims to promote, participate in, and implement projects and initiatives focused on achieving zero emissions from data centers. Additionally, it seeks to create a platform for dialogue with both national and European politicians about the opportunities and complexities of data center regulation.

“The fact that such significant players initially came together to form the Net Zero Innovation Hub for Data Centers means we can gather crucial knowledge for the future development of data centers with minimal climate impact. This is not just in Denmark but internationally,” explains Ulrik Fleischer-Michaelsen, a partner at 360 Law Firm who led the legal team advising on the association’s formation.

It Starts with an Engaged and Dedicated Industry Network

Ulrik Fleischer-Michaelsen is also a board member of the Danish Data Center Industry Association, the national industry association for the growing sector of data center operators and equipment manufacturers.

“Since the Danish Data Center Industry Asso-

ciation was established, we’ve seen steadily increasing international interest in operating data centers in Denmark. We offer favorable conditions for this specialized industry. Our geographic location in Northern Europe is attractive, and the political landscape provides stable conditions for businesses.”

“Moreover, as a country, we excel in green solutions. This is now coming to the forefront with the establishment of the Net Zero Innovation Hub for Data Centers, where the four founding organizations aim to unite a broad group of stakeholders, from research to business, around tomorrow’s solutions for the data center industry on a pan-European platform. This makes the founding of this new association particularly interesting from a Danish perspective, as it allows us as a nation to help steer greener data consumption in a global market by hosting this knowledge hub. It has enormous potential,” emphasizes Ulrik Fleischer-Michaelsen.



About Net Zero Innovation Hub for Data Centers

The association aims to create a framework for collaboration among members, data center owners, equipment suppliers, network operators, energy providers, academic institutions, NGOs, and other stakeholders to promote, participate in, and implement projects and initiatives that work on sustainable solutions focused on minimizing the environmental impact of data centers locally and globally.



THE INTERNET IS NOT PURE MAGIC, EVEN THOUGH IT MAY SEEM THAT WAY



Photo: Joshua Sortino

That is why we need pragmatic solutions to address the real consequences of our increasing data consumption on the climate – and this can lead to some fantastic opportunities.

Back in 2021, the consumer council Tænk reported that one hour of streaming emits 400 grams of CO₂, which is equivalent to driving 2 to 3 kilometers in a small gasoline car. Meanwhile, many drivers have switched to electric cars, reducing CO₂ emissions from transportation. However, our data consumption continues to rise.

Therefore, it is more relevant than ever to understand how our data is actually delivered when we stream, so we can actively work towards making our data usage more sustainable. It does not happen magically in the cloud but through large, energy-intensive data centers worldwide that ensure the content we want appears on our devices, wherever we are.

In Denmark, we have a strong data center industry. Thanks to favorable geographic and geopolitical conditions, we have successfully attracted global players. Our country offers data protection against natural disasters and political instability, along with high supply security, ensuring we always have access to the data we need.

But we also have something equally important:

What Is a Data Center?

Throughout Denmark, we find significant portions of the cloud that we all use in our professional and personal lives when we stream, surf, or write emails. Despite the airy-sounding terms like storing things in the cloud or downloading movies after a long workday, all these data are housed in data centers. These are large, industrial, and well-protected buildings filled with computers, also known as servers. For many services, these data centers are located right here in Denmark. For more information, you can find their locations at www.datacenterindustrien.dk/data-center-map

Denmark has exceptional expertise in environmental technology and renewable energy. As a nation, we are used to being global leaders in creating new, climate-friendly solutions, so much so that we may overlook the opportunities constantly emerging. The data center industry presents a new chance to make a global, green impact.

Global Players Push Danish Data Center Industry to the Forefront

The new pan-European initiative, Net Zero Innovation Hub for Data Centers, launched in 2023 by Danfoss A/S, Google Denmark ApS, Microsoft Denmark ApS, and Schneider Electric Denmark A/S, aims to realize the potential for making European data consumption more sustainable. This will be achieved by accumulating existing knowledge in the European market and making it available on a European scale through participation in and initiation of projects that help the industry move towards minimal emissions.

Within the new hub, these four global players will create frameworks for experts and decision-makers to engage in fruitful dialogues, supporting the pan-European, currently frag-

mented, efforts to minimize the climate impact of our growing data consumption from data center operations.

Fantastic Opportunities

All of this is based in Denmark. The new structured collaboration within the Net Zero Innovation Hub opens fantastic opportunities to showcase the knowledge and expertise that researchers and companies have developed. This positions us as a nation at the forefront of developing the necessary new solutions for the global data center industry.



WE INVEST IN PEOPLE WHO SEE THEMSELVES AND THEIR ADVICE IN LARGER CONTEXTS



In a consulting firm like 360 Law Firm, it is crucial to consist of the best employees so that clients experience access to the best solutions and the most value-creating collaborations.

“At our firm, it’s a given that our lawyers are proficient in the law. This doesn’t differ from how other law firms hire, I believe. However, even the best specialists can be challenged when it comes to delivering an excellent client experience that adds extra value to the advice clients receive. This is where 360 Law Firm focuses when investing in the right colleagues as we grow as an organization,” says Mette Gade, CEO of 360 Law Firm.

Clients Should Easily Access Solutions to Complex Legal Issues

When a client collaborates with 360 Law Firm, it often involves interaction with a single contact person to make the customer experience as straightforward as possible. This principle is only deviated from if the client explicitly wishes to receive direct advice from a specialist instead of the regular contact person.

“At our firm, it’s not about clients needing to know our organization to get the best advice. Clients should only focus on presenting their legal challenges to their regular contact person. We have structured our organization so that the contact person’s understanding of the client’s organization and specific situation

is implemented when we work behind the scenes across teams and expertise to create the optimal advice.”

The Right Employee is Aware of the Bigger Picture

“Therefore, each employee must also see themselves and their role within the larger contexts when delivering legal solutions and advice. This includes collaboration across our organization when it adds the most value for our clients, rather than working in fixed, smaller teams around specific areas of expertise. At the same time, our employees must see their legal solutions in relation to our clients’ businesses, organizations, and industries to succeed.”

“Our employees must be prepared to deliver solutions that not only respond to specific inquiries but also foresee commercial challenges and opportunities. This way, we can add extra value to our clients by providing answers within the larger commercial context, both within our firm and for the client. Therefore, everyone at 360 Law Firm understands the importance of the contexts in which we and our solutions operate.”

“We Must All Deliver the Industry’s Best Customer Service”

“In an industry historically focused on a consultant-client relationship, we have chosen to view the relationship as a consultant-customer relationship. This might seem like splitting hairs, but it’s a strategic choice because we aim to deliver the industry’s best customer service.”

“For us, this means that as a client, you don’t just bring a single problem to be solved. We prefer to engage in long-term collaborations that can strengthen our clients’ commercial activities through value-creating advice. It’s more likely to build long-term relationships with a provider when treated with respect for who you are and what you represent, rather than fitting into a rigid solution model typical of a classic client role that represents a legal problem rather than the opportunities seen when viewed as a whole, not just a single case.”

“That’s why we also focus on changing the perception of not just ourselves but the industry, from being consultants to also being service companies. An important step in this respect is cultivating good

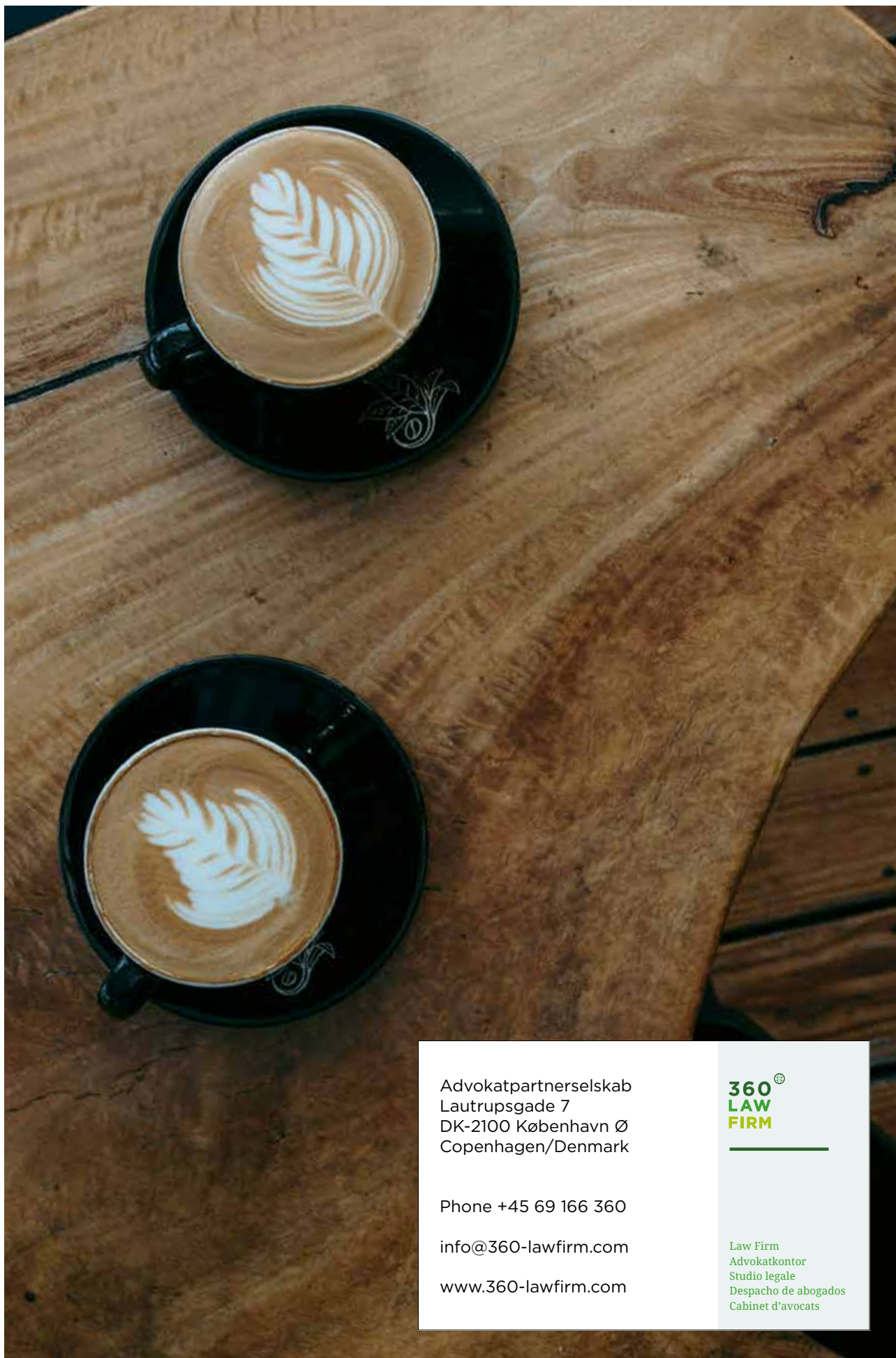
customer relationships through good old-fashioned customer service, which we are all accustomed to in other contexts, both as private individuals and as representatives of the companies we work for when purchasing products or services – and that includes consulting,” concludes Mette Gade.

OUR SERVICE MODEL



Our goal is always for you to confidently and easily implement our advice in your daily operations, no matter how complex they may be.

At 360 Law Firm, we emphasize that our dialogue and advice should be both competent and comfortable. As a client, you always have a dedicated contact person who provides all the relevant legal knowledge for your specific task and ensures it is delivered in a way tailored to your business's and organization's unique needs, with insights from your industry and an eye toward future possibilities.



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