



Speech: Thomas Hofman-Bang

Date: 21 June 2008

Ladies and Gentlemen

I would like to add my sentiments to those of Christian Kjær in expressing my pleasure at being here today. I have looked forward to the moment when all the thoughts, theories and calculations that have gone into the new Cologne factory would be translated into tangible reality - into something that “makes a difference”.

For those of us who live in this part of the world, an efficient infrastructure, including reliable electricity supplies, is something we take for granted. I suspect, however, that the founders of F & G and NKT little imagined that they would pass on a **great responsibility** to their successors - because their cables were instrumental in bringing not only electricity and power, but also **welfare**, to society. **This responsibility** now lies with us - and others in the realm of electrical technology.

I joined NKT at the time when the crisis in the electricity sector - which Christian Kjær referred to earlier - was making a negative impact on the bottom line, and when we had to tighten our corporate belt. If someone had told me then that I would one day be **jointly responsible** for building a new cable factory, I would have considered them mad. But the global picture has changed radically since then.

For example, the harmonisation of the European electricity market has meant that electricity is now traded across EU national frontiers. The consolidation that has taken place in the electricity sector - through which many of the electricity companies have joined forces to become major suppliers of energy in the broad sense, and a number of the cable manufacturers have done the same - has altered the “balance” between customers and suppliers. For NKT Cables this has meant new opportunities to attract business in an open market characterised by large customers and fewer manufacturers. The important framework order we have recently received from Tennet, for the supply of cables for the



Dutch electricity network, is a tangible proof that NKT Cables is one of the elite band of suppliers considered capable of successfully accomplishing major projects.

Viewed alongside other suppliers of cable products, NKT Cables stands out as both a well-run and a commercially successful company. Our earnings development over the past three years has been nothing less than phenomenal.

With our sophisticated new factory attractively situated on the Rhine we will have new opportunities to expand our business base - among other things with submarine cables targeted for application in the growing number of wind farms. Through our new factory we will be in a position to take on a **joint responsibility for continued welfare based on the concept of sustainability**. Climate, environment, carbon dioxide, health and safety are factors that will receive top priority in our production processes and in our finished products.

It is my clear expectation therefore that 1) we will face major challenges along the way, 2) that we will take on a number of major commitments, and 3) that we will be rewarded for **daring to accept the responsibility for so doing**.

I wish to take this opportunity to thank the management and employees of NKT Cables for the excellent work they have done up until today. I am confident that also our future **responsibility** in relation to customers, employees, investors and other stakeholders will be wisely administered here in Cologne.