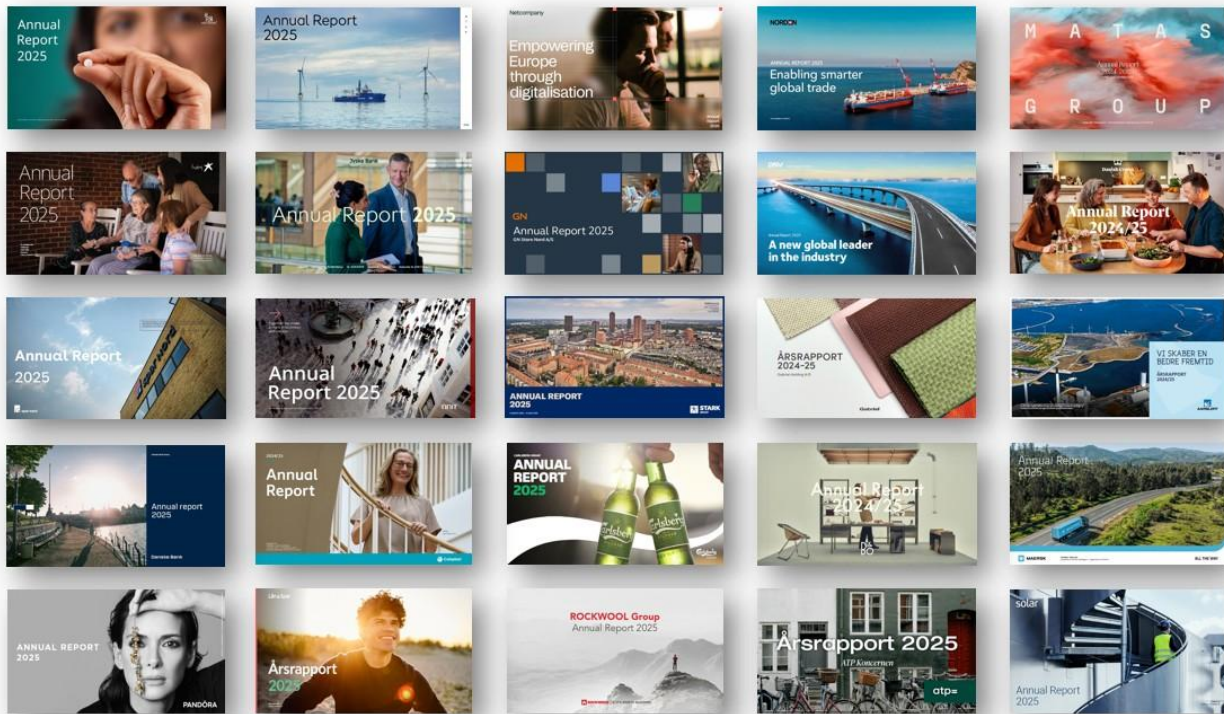


Trends in annual reports:

Annual reporting is driven by compliance and external expectations and pressures.



By CEO and communications advisor Lars Sandstrøm, Corporate Relations

The EU's current deregulation of ESG reporting requirements has led several companies to apply the brakes to new and more substantive reporting initiatives. However, Corporate Relations' recent analysis of Danish companies' annual reporting shows that – despite the challenges – particularly the largest companies continue to deliver highly transparent and insightful annual reports, equipping the capital markets and other stakeholders well. In this context, annual reports play a significant role in shaping stakeholders' understanding of companies' value creation – both historically and looking ahead.

Compliance plays a decisive role in Danish companies' annual reporting. Many primarily regard the annual report as a means of complying with applicable legislation and reporting standards. As a result, opportunities to leverage the annual report to convey the company's value proposition and communicate key strategic messages to relevant stakeholders appear to take second place.

This prioritisation is not unnatural. Changes to annual reporting regulation in recent years have imposed a substantial compliance burden on companies, extending far beyond the reporting process itself. It has led to adjustments in strategies, targets, policies and processes – not only internally, but also across companies' value chains.

Stagnation in annual reporting

With the EU's adoption of the so-called "stop-the-directive" and amendments to the scope and content of other regulation (including CSRD/ESRS and the Danish Financial Statements Act), it has by no means become easier for companies to produce annual reports that meet both regulatory requirements and stakeholders' expectations for transparent, consistent and comparable reporting. Instead, it has created uncertainty, inertia and reduced ambition.

For example, the repeal of the requirement to report on gender composition in management (formerly Section 99b of the Danish Financial Statements Act) has led several companies to refrain from reporting on targets and initiatives – and in many cases to abandon ambitions in this area altogether.

The current trend in annual reporting is best described by the expression: "same procedure as last year". Companies that have already adopted the new rules continue along the same path as last year, while companies that had not yet begun adapting to the new reporting paradigm have put the process on hold – if not reversed certain initiatives and related disclosures. There are undoubtedly valid explanations for these different approaches – explanations typically rooted in legal considerations, financial constraints and resource allocation, and less frequently in a strategic ambition to communicate a specific narrative to stakeholders.

The strategic communication potential

The hope, however, is that the (for many much-needed) pause and stagnation in reporting regulation will be used as an opportunity for companies to reflect strategically on the future position and function of the annual report. Is the annual report merely a compliance tool, or can it serve as strategic leadership communication, as an equity story for the capital markets, and as a driver of identity and reputation in communication with a broader group of stakeholders?

The answer is unlikely to be straightforward. It requires careful consideration of the annual report's potential and its positioning in relation to other forms of reporting and communication across different channels and media.

As part of this exercise, it may be useful to review other companies' annual reports – to gain inspiration and ideas, to benchmark against peers within the same industry, and to measure oneself against best practice.

In the following, I present my perspective on eight trends in annual reporting. These trends are primarily evident in the slightly more than 50 annual reports from larger Danish – primarily listed – companies analysed in this context. The eight trends form part of Corporate Relations' report "How to Write an Annual Report" (March 2026).

Trend #1 – Sustainability as part of core business

Sustainability – typically included within an ESG framework – is increasingly becoming an integral part of corporate reporting. It is communicated as an essential element of the company's purpose and business model, presented as a key driver of value creation, specified as individual items in key performance indicator overviews, and managed as a significant component of the company's risk management and governance.

Although some companies (especially small and medium-sized enterprises) still publish a separate sustainability report, they also ensure that sustainability is demonstrated as more than just a trendy idea or a clever brand narrative. Sustainability is embedded in strategic initiatives, it is measured, governed by policies, progress is monitored, and results are reported and benchmarked against targets and standards. In addition, sustainability is a key factor in assessing which partners and customers a company chooses to do business with.

However, there is also a countertrend. For many companies, EU's deregulation of sustainability reporting (Omnibus) has lowered ambitions and initiatives. They have scaled back their sustainability ambitions and targets, and instead increased their focus on financial performance, market positioning, and competitiveness. Especially, the "Stop-the-Clock" Directive has led companies to pause or postpone significant parts of their sustainability reporting.

CONTENTS HIGHLIGHTS OUR BUSINESS FINANCIAL PERFORMANCE AT A GLANCE RESPONSIBILITY AND SUSTAINABILITY CORPORATE GOVERNANCE FINANCIAL STATEMENTS STATEMENTS MISCELLANEOUS Aarsleff Annual report 2024/25 17

Responsibility offers opportunities

Four focus areas which contribute to current business opportunities

INFRASTRUCTURE

To support the necessary climate and environmental development, it is often crucial to expand the existing infrastructure. This may include expansion of harbours to support offshore wind projects, establishment of more public transport such as metros and light rails, or electrification and extension of the railway network. The construction work itself may temporarily impact the environment, but it is often a prerequisite for creating the structural changes needed to reduce society's overall climate footprint.

BUILDING CONSTRUCTION

We focus on construction, building and renovation with low carbon footprint, the health of the users, resource efficiency, reuse of materials and circularity as well as smart control of the building: energy consumption. We contribute with specialised knowledge and participate in innovative collaborations that optimise processes as well as material and energy consumption, including during the building process.

ENERGY SOLUTIONS

The increasing political and societal focus on effective and more climate and environmentally friendly solutions for energy supply and transition requires development of infrastructure as well as transport and mobility – from the production site to the individual consumer, from city to city and from region to region. We have the experience, expertise and capacity to contribute to and enter into innovative collaborations for more wind energy, installation of district heating, electrification of society, construction of carbon capture plants and pipelines for the hydrogen industry. All of which are important for the green transition of our society.

CLIMATE CHANGE ADAPTATION

Climate changes require new thinking and national system changes to adapt our harbours, buildings, supply networks as well as urban and natural areas to these changes. To Aarsleff this leads to projects with a focus on flood protection, coastal protection, rainwater management and new thinking of supply structures, which are part of our core business and for which we expect increasing business opportunities.

Example / **Aarsleff** – Sustainability and responsibility are communicated as an integrated part of the company's strategy and way of conducting business.

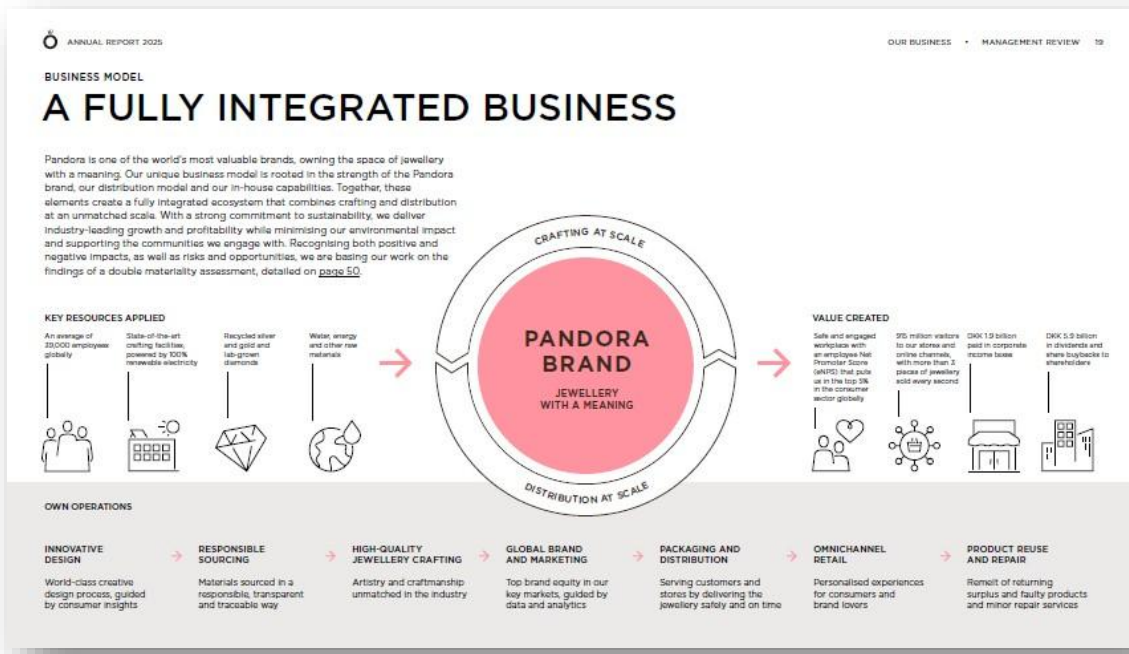
Trend #2 – Strong focus on business model and strategy

Descriptions of the business model and strategy are playing an increasingly prominent role in corporate reporting.

The business model typically describes the resources and inputs the company depends on, the operations (core business) that define its unique offering, and the value creation/output and impact resulting from its activities. Often, the model includes a value or supply chain as well as the company's purpose. A clear trend is that both the visualisation and description of business models have improved significantly among many companies in recent years. The business model also serves as a foundation for understanding the company's strategic priorities and its focus on ESG.

Corporate strategy has likewise taken on a central role in the annual report. In many cases, the strategy section looks both backwards (at achieved results) and forwards (at planned initiatives), and it serves as a relevant starting point for reporting on objectives and actions.

Previously, management teams were generally cautious about being open and transparent regarding targets and planned actions. Today, however, there appears to be a shared understanding that a well-articulated strategy makes it easier for investors and other stakeholders to assess the company and its ability to meet future demands for products and services in specific markets.



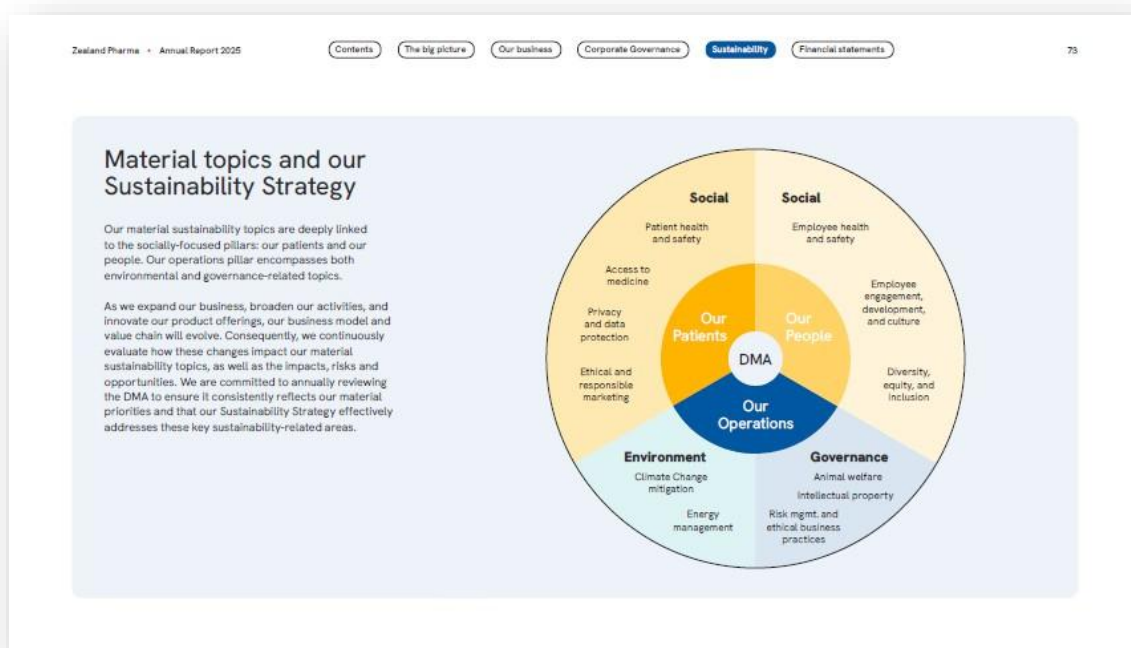
Example / **Pandora** – The business model is described in a simple and illustrative manner, demonstrating the company's value creation across the entire value chain.

Trend #3 – Materiality assessment and stakeholder engagement

ESG/sustainability takes up more and more space in many annual reports. However, by assessing materiality and the communication needs of critical stakeholders, management gains a clear direction for how to prioritise objectives, policies and initiatives, as well as the specific reporting on these matters. Not everything related to sustainability within a company is equally important, and not all stakeholder expectations carry the same weight in reporting.

Today, materiality assessments are part of compliance requirements for larger companies, but there are many ways to approach them. Many companies conduct a double materiality assessment and describe its outcomes. In doing so, they report not only on how sustainability investments involve both financial risks and opportunities, but also on the impacts the company has on people and the environment.

When it comes to stakeholder assessments, there is greater flexibility. However, there is a growing tendency for companies to carry out fairly extensive analyses of the positions and roles of critical stakeholders in relation to ESG challenges, as well as in relation to the business model and the implementation of corporate strategy.



Example / **Zealand Pharma** – The material IROs are linked to the company's focus on operations, employees and patients, and are illustrated and described briefly and clearly.

Trend #4 – Stakeholder-oriented value narrative (equity story)

It can be argued that everything a company communicates forms part of its overall value narrative (equity story). One could even argue that a value narrative – like a

brand image – is created through the relationships between a company and its internal and external stakeholders.

In many annual reports, attention is directed towards an official value narrative aimed at potential investors, often under a headline such as: Why invest in our company? Others, however, present a broader value narrative that explains why different stakeholders have relationships with the company. In this way, a kind of core story emerges, briefly describing what the company aims to achieve and what it stands for.

There are also variations in the choice of topics included in the value narrative. Some take a primarily financial approach, with technical arguments for investment, while others adopt a more holistic perspective that includes elements such as culture, working conditions, products and services, sustainability initiatives, leadership, ethics and image – topics typically aimed at customers, partners, policymakers and employees.

Management's review
Sustainability statement
Financial statements

Introduction
NKT: The equity investment case

NKT A/S Annual Report 2025
20

NKT: The equity investment case

Creating shareholder value as a European leader in the energy transition
2025 was another decisive year for NKT as the company continued its positive development and launched new strategic ambitions. NKT plays an important role in enabling the increasing electrification, energy transition, and grid expansion, thus offering investors exposure to these megatrends.

- NKT's power cable systems are a critical component for the transmission and distribution of energy**
 - Leading pure-play power cable solutions provider across high- and medium-voltage segments and well-positioned to benefit from increased structural demand for more modern and interconnected power grids.
 - NKT's power cable systems are critical components of the energy ecosystem, and the company remains capable of meeting the increasing demand for electricity across society.
 - Delivering cable solutions requires skilled resources, a tailored asset base, and a sophisticated technology base – all of which create high barriers to entry in the industry.
- NKT has a technology-centric approach and a market-leading position within high-voltage DC solutions**
 - In recent years, the high-voltage power cable market has increasingly shifted towards 525kV XLPE DC power cables as a key solution for long distance power transmission.
 - As a pioneer in XLPE DC technology, NKT has seen awards in its addressable market increase to an expected average of more than EUR 10bn annually between 2024 and 2030, compared to EUR 2-3bn in the late 2010s.
 - NKT has a strong brand and a proven track record in executing large projects through its in-house production and installation capabilities, confirming the value of its technology base.
- Substantial high-voltage order backlog ensures multi-year visibility**
 - NKT is investing in increased capacity and capabilities across business lines to support future profitable growth and capitalise on the favourable market outlook.
 - Through strong commercial execution, NKT was awarded several large contracts across 2023-2025 leading to a high-voltage order backlog of EUR 10.2bn at the end of 2025.
 - Additional booking commitments exceeding EUR 3.5bn ensure long-term earnings visibility.
- Robust financial position providing security and ability to fund growth opportunities**
 - Record high operational EBITDA in 2025 of EUR 390m.
 - Net interest-bearing debt at end-2025 was EUR -963m, with liquidity reserves of EUR 1,614m.
 - NKT targets a leverage ratio (net interest-bearing debt relative to operational EBITDA) of up to 0.0x, ensuring a strong financial position enabling investments in future growth at an attractive RoCE. Reported leverage ratio for 2025 amounted to -2.5x.
 - NKT targets a solvency ratio (equity as percentage of total assets) of above 30%, in 2025 reported to be 39%.
- Proven organisational track record of delivering on strategic and operational targets**
 - Successful transformation into a growing pure-play power cable solutions provider.
 - NKT has significantly increased revenue and operational EBITDA in recent years.
 - The newly introduced Charging Forward strategy aims to enable increased contributions across business lines and to drive further improvements.
 - Going forward, NKT remains highly focused on execution and risk management, with Execute, Excel, and Evolve serving as the guiding principles of the new strategy to deliver and create shareholder value.

Example / **NKT** – The value proposition is described in sufficient detail to provide investors with a solid understanding of why NKT shares may represent a sound investment case.

Trend #5 – More uncertainty, better guidance

It may seem counterintuitive, but companies appear to spend more time providing guidance on financial and business development during periods of uncertainty and turbulence than in more stable times – and their guidance has become more substantial and detailed in recent years. One might even expect management to find it harder to predict the future under such conditions.

There is undoubtedly a need for more guidance, and both regulators and auditors have increased their scrutiny of how companies describe their future expectations. At the same time, investors and other stakeholders are demanding greater transparency regarding how future performance is affected by internal and external factors.

Many companies are seeking to meet these demands and have developed fairly technical forecasting models to illustrate how different scenarios may impact key performance indicators. While this is not entirely new, readers of annual reports now gain greater insight into what these models calculate and which uncertainties are factored into the assessments.

Although companies have developed more sophisticated models to define future development trajectories, a countertrend is that financial guidance has become broader for some companies (e.g. by defining a wider earnings growth range). Also, an inability to reliably forecast non-financial KPIs (such as GHG reductions) has resulted in less precise target-setting and a more ambiguous definition of new objectives and metrics.

Financial guidance and ESG targets

Guidance is based on the expectation that global container volume growth will be between 2% and 4% in 2026 and that A.P. Møller - Maersk (Maersk) will grow in line with the market. For the purpose of the financial guidance, Maersk assumes that the Red Sea reopens gradually in 2026. The underlying EBIT guidance also includes the impact of a change in estimated useful lives of vessels from 20 to 25 years effective 1 January 2026, with an estimated impact of around USD 700m in reduced depreciation in 2026.

	USDm				
EBITDA	4.5 – 7.0	EBIT	-1.5 – 1.0	Free cash flow	≥ -3.0
Underlying		Underlying		(FCF) on higher	
CAPEX guidance, maintained 2025-2026	10.0 – 11.0	CAPEX guidance 2026-2027	10.0 – 11.0		

Sensitivity guidance

Financial performance for A.P. Møller - Maersk for 2026 depends on several factors subject to uncertainties related to the given uncertain macroeconomic conditions, bunker fuel prices and freight rates. All else being equal, the sensitivities for 2026 for four key assumptions are listed below:

Factors	Change	Effect on EBIT (Full year 2026)
Container freight rate	+/- 100 USD/FFE	+/- USD 1.3bn
Container freight volume	+/- 100,000 FFE	+/- USD 0.03bn
Bunker price (net of expected BAF coverage)	+/- 100 USD/tonne	+/- USD 0.3bn
Foreign exchange rate (net of hedges)	+/- 10% change in USD	+/- USD 0.3bn

Forward-looking statements

The Annual Report contains forward-looking statements. Such statements are subject to risks and uncertainties as various factors, many of which are beyond A.P. Møller - Maersk's control, may cause the actual development and results to differ materially from expectations contained in the Annual Report.

Long term ESG targets

In line with our integrator strategy and guided by our values, our sustainability priorities focus on issues that matter to our business, our customers, and society, and where we can make a meaningful impact.

- We act as a catalyst for the energy transition in shipping and logistics
- We ensure a safe and inspiring environment for our people to grow, develop and thrive
- We operate based on responsible business practices

	ESG targets towards 2030 (actual performance 2025)		ESG targets towards 2040	
Absolute reduction in total scope 1 emissions (reduction of tCO ₂ e)	35%	Absolute reduction in total scope 1 and 2 emissions	96%	
Share of renewable electricity sourcing (SRE)	100%	Absolute reduction in total scope 3 emissions (reduction of TtCO ₂ e)	90%	

1. Compared to baseline year 2022.

No company can drive transformative change alone. We depend on collaborative innovation and supply chain partnerships with customers, suppliers, peers and regulators that share our ambition to do better in a constantly changing world.

The ESG targets above are defined in detail within the sustainability statement, outlined within the relevant topical section's performance data (Environment, Social and Governance), under accounting policies.

Example / **A.P. Møller-Maersk** – The report provides guidance on several key financial metrics, including sensitivity to freight rates, volumes and pricing, and outlines its long-term ESG targets.

Trend #6 – Business ethics in many shapes

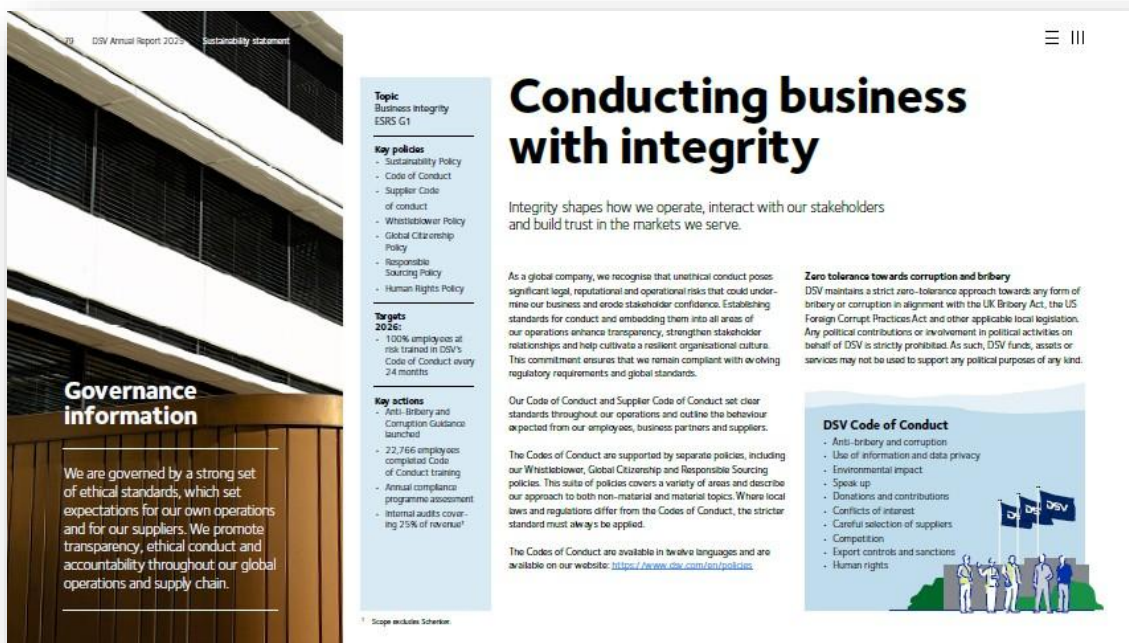
A wide range of ethical topics must be addressed to meet compliance requirements: human rights, privacy rights, data ethics, compliance with trade

regulations, anti-corruption, anti-discrimination, gender diversity, workers' rights, payment practices and tax policy – to name just a few.

These topics are often also among those assessed as particularly material in companies' double materiality analyses, and they are regulated by international laws and standards as well as by companies' own policies and principles.

Especially for companies operating across many regions and cultures, embedding common approaches to business ethics can be a significant challenge. It requires training, clear communication and leadership that demonstrates corporate values through decisions and actions.

In this context, corporate reporting serves as an important tool for communicating management's official stance on business ethics.



Example / **DSV** – The report describes policies, targets and initiatives across all material business ethics areas in a structured, concise and easily understandable manner.

Trend #7 – Trends in society, markets and industry

Companies monitor trends in society, markets and their industries in order to meet the needs of customers and consumers – and to develop a unique position and a strong corporate brand. Their understanding of current and significant trends is also reflected in their corporate reporting.

There are many ways to describe trends. Some companies identify business opportunities in light of general megatrends such as geopolitical trends, changes in the economy and competitive situation, and risks and opportunities related to digitization and AI.

Other companies describe external and internal trends that impact the business directly, both positively and negatively. Some go into depth on specific industry and market trends, their implications for strategy and operations, and how the company responds in practical terms.

Descriptions of trends support the company's strategy and positioning and demonstrate that its products and services are relevant – both now and in the future. As such, this description also serves as part of the equity story.

The image shows a slide from the GN Store Nord Annual Report 2025. The slide is titled "Global megatrends driving GN's market opportunities" and is divided into two main sections: "Business division drivers" and "Group-wide drivers".

Business division drivers:

- Healthy aging fuels hearing growth**
 - Global aging, rising affluence, and active lifestyles increase demand
 - Adoption still relatively low – significant growth opportunity
 - Complex tech + high entry barriers → attractive margins
- Hybrid work and GenAI adoption**
 - Less physical space, more tech supporting productivity anywhere
 - High certification and security barriers – favors global players and partners
 - Premium pricing for enterprise-grade solutions
- Gaming: a permanent part of life**
 - Ubiquitous, social, cross-demographic – more than a trend, a permanent part of life
 - High demand for premium peripherals + integrated software experiences
 - Evergreen market with continuous growth in users and hours played

Group-wide drivers:

- Technology personalized to you**
 - Growing demand for personalized, adaptable hardware + software
 - Seamless integration with users' preferred ecosystems is essential
 - GN leverages cross-vertical competencies to deliver individualized offerings
- AI utilized in products and operations**
 - Machine Learning/ AI personalize offerings and improve productivity
 - GN applies combined AI expertise across R&D and IT
 - AI supports innovation in products and internal operations
- Sustainability as investment**
 - Net zero and circular design shape manufacturing and supply chains
 - Sustainability drives product and business development opportunities
 - Decisions that help the planet also support long-term business success

The slide includes a world map background and a "Contents" menu in the top right corner. The page number "11/196" is visible in the bottom right corner.

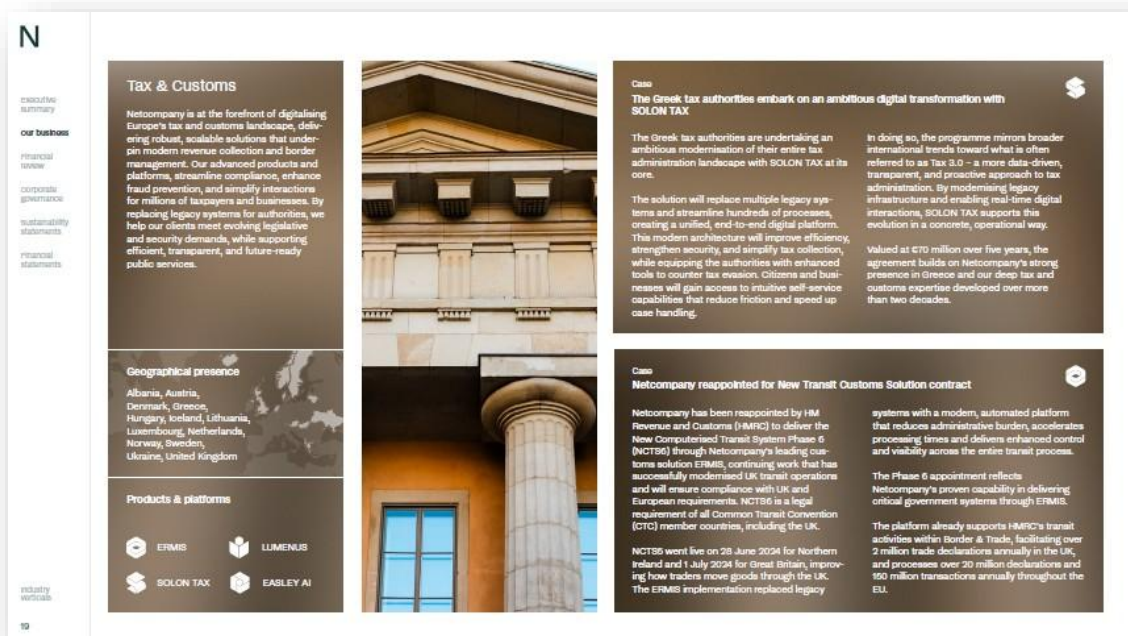
Example / **GN Store Nord** – The annual report describes both megatrends affecting specific business units and megatrends impacting the company's overall operations.

Trend #8 – Cases bring stories to life

The endless numbers and figures in corporate reporting can sometimes be a bit of a challenge to the readers. In addition to using design, photos and infographics many companies are presenting relevant case and feature stories about customers and consumers, company culture, innovative projects, social programmes, partner relations or events to bring lively examples of how specific people are relating to other people to execute the strategy in real life.

These cases and features are typically key examples of how the company are working in partnerships and on projects that are progressive and innovative in the market or in regard to an environmental or a social transformation. Also, they often portray or illustrate new and experimental projects and initiatives that may not concern the whole company but are examples of people and teams that think outside the box and have taken action in areas for others to learn and be inspired.

It is a clear trend that these stories seldom include a lot of data and documentation. Rather they communicate initiatives and projects that are still in progress. Also, they are supplemented with photos, quotes, colours and graphics that make these stories stand out from the rest of the management's review.



Example / **Netcompany** – The report includes a number of concise case stories demonstrating client solutions within selected business areas.

The future direction of reporting

There are numerous internal and external factors that will influence companies' annual reporting in the year ahead. Some cannot be controlled or managed; others can but require strategic and executive prioritisation and decision-making.

Data and documentation

The scope of regulation and standards in annual reporting has increased significantly over recent decades. Although we are currently witnessing a degree of deregulation, demands for greater depth and detail in reporting continue to emerge from multiple sources.

For companies, the trend is clear: there is a need for more data and new types of data, more tables and charts, more notes, more documentation and more explanation.

For the most part, this is a positive development. It helps prevent companies from making empty promises and instead ensures that reporting is based on scientific evidence and measurable data rather than soft storytelling. Ultimately, it should also influence governance and leadership practices, ensuring that decisions are

made on the basis of insight and learning. In addition, it supports marketing and communications in avoiding greenwashing.

Compliance versus narrative

Data and documentation are valuable. However, from a communications perspective, there is legitimate concern that annual reports risk becoming collections of forms, figures, datasets and tables — leaving insufficient space or time for the content that explains the story behind the numbers. There is less opportunity to present data in an informative way, to use design, imagery, case studies and quotations to make figures tangible and meaningful for the reader.

With increasing compliance pressure, many companies are likely questioning whether the annual report remains the appropriate platform for communicating with their most important stakeholders. As a result, many already rely on a wide range of additional channels and media to convey their messages — messages that might otherwise risk being lost in the volume of data contained in the official report. The use of online reports, fact books, reviews, presentations, webinars, video and social media is now widespread.

A cross-media communications strategy is welcome. However, it should not be implemented at the expense of the annual report. The annual report remains the cornerstone of corporate communication — the official document containing approved facts, audited figures and the value creation narrative, endorsed and anchored by senior management.

CSRD versus VSME

Significant effort is being invested by companies in integrating ESG into the annual report. For many, this task — partly for regulatory reasons — is still ongoing.

If your company falls within the scope of the CSRD (following the Omnibus adjustments) and Section 99a of the Danish Financial Statements Act (which likely applies to approximately 300 Danish companies), the directive and its accompanying standards (ESRS) provide a useful framework for structuring and integrating ESG into annual reporting. In such cases, a substantial portion of reporting will be mandatory.

If your company falls outside the scope (as is the case for the majority of companies), ESG reporting is voluntary. You must therefore decide which standards to adopt as your reporting framework. Will you follow CSRD because the number of data points has been reduced? Will you choose VSME because it better aligns with your company's and stakeholders' needs for data, documentation and transparency? Or will you, for various reasons, opt for entirely different standards (for example, GRI)?

Rollback of DEI

Reporting is not merely content in a PDF. Behind it lie executive decisions, measurements, initiatives, processes and workflows — and often deeply embedded values and narratives rooted in principles and culture. This is particularly relevant to reporting on diversity, equity and inclusion (DEI).

If you are employed in a larger Danish company, you will likely experience DEI being articulated and practised in recruitment, working conditions, collaboration, culture and leadership. However, several studies indicate that DEI — partly due to political pressure and regulatory changes — occupies significantly less space in annual reporting. In this respect, there is a rollback — at least on paper.

A strategic and executive consideration must therefore address whether the annual report should present a transparent and comprehensive picture of the company's strategic priorities and value creation, or whether it should also function as a forum for tactical communication shaped by political currents and market conditions. And in an annual report, which should carry greater weight: values and principles, or commercial and business interests?

Take back control

Corporate reporting must, of course, comply with both international and local legislation. Regulation determines the topics and disclosures that companies are required to include in their annual reports.

However, some organisations appear to be guided to an excessive extent by laws, directives and standards, rather than proactively determining which issues are truly material to the business and its stakeholders. In addition, pressure from particularly influential investors, policymakers or advocacy groups has, in some cases, affected management's independent judgement and prioritisation of form and content in reporting. As a result, the annual report has too often become a compliance-driven exercise – governed by audit requirements and checklist mentalities, with wording and topics included or excluded for tactical reasons.

At the same time, the growing availability of generative AI introduces both opportunities and risks. AI can be used to collect and analyse data, draft narrative content, and communicate performance and results across multiple channels. Yet there is also a risk that organisations allow AI to take control of data, documentation, structure and messaging. If this occurs, human oversight and strategic judgement may be weakened, resulting in annual reports that meet regulatory requirements but lack vitality, coherence and genuine engagement value.

Communication leaders therefore carry a significant responsibility to ensure that the annual report retains its central role in corporate strategic communication, and that it continues to provide material, relevant, consistent and comparable information about the company's value creation. However, the task does not end there. If the annual report is to be accessible and meaningful to stakeholders beyond financial analysts, investors and regulators, adequate resources must also be allocated to visual presentation, linguistic clarity and multi-platform communication.

Digitalisation and AI in annual reporting

Digitalisation and AI are increasingly reshaping the conditions for developing and communicating the annual report. Automated data integrations, cloud platforms and generative AI enable more efficient, precise and strategic reporting. At the same time, the technology raises questions regarding accountability, transparency and data quality, which companies and their advisers must address.

Automated measurement and data collection allow figures to be extracted directly from financial systems, HR platforms, IoT sensors and CRM solutions. This reduces manual work and minimises errors, while AI can detect irregularities and missing data. However, AI also introduces potential challenges. If data sources are not valid or insufficiently controlled, automation may create a misleading picture of company performance. Traceability is therefore critical to data credibility.

When data governance is robust, AI can help transform the report into an active strategic tool. Forecasting, scenario analysis and benchmarking can be integrated into dashboards used by management and boards in real time. This represents a clear advantage for decision-making, but it also requires new competencies at executive level — including understanding the models, assumptions and uncertainties underpinning AI recommendations.

Generative AI can also act as an editorial partner, structuring management commentary, drafting content and translating technical language into accessible communication. Nevertheless, human oversight remains essential. Authenticity, legal precision and ethical judgement cannot be outsourced to an algorithm. In a Danish context, where trust is paramount, AI-generated content should always be quality assured by professionals.

Design and presentation may also benefit from AI. Interactive digital reports and AI-generated infographics can make complex data more accessible to investors and other stakeholders. Targeted communication and monitoring also open up new opportunities to measure the impact of reporting. However, companies must avoid turning the report into a marketing instrument where selective data presentation overshadows material risks.

In short, digitalisation and AI can ease the administrative burden and transform annual reporting into a strategic asset. However, this requires investment in technology, competencies and governance. Without clear roles, documented data sources and human judgement, there is a risk of false reassurance. Companies, auditors and regulators therefore share a common responsibility: to ensure that technological efficiency goes hand in hand with accountability and transparency.

Further information

Download the full report “How to Write an Annual Report” at www.corporaterelations.dk/annualreport