Al in Danish companies and what's next

Trifork Vision Al Event 13.06.25



Henrik Fabrin

Who am I?

Henrik Fabrin



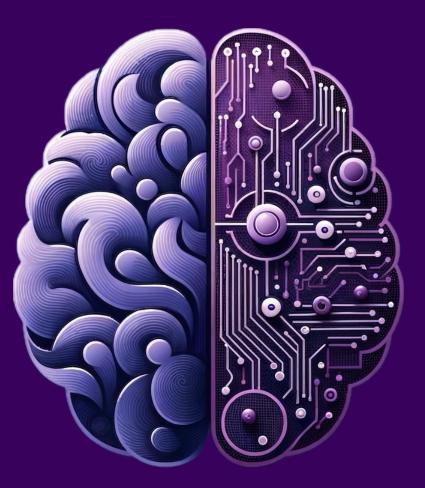
Experienced AI and tech entrepreneur

- **12 years as founder & leader** in the tech & Al industry
- **Companies**: 1 exit, 1 bootstrapped, 1 failed
- **Open Source**: Nordic BERT language model collection
- Advisor: Venture funds & enterprises on Al
- Now: AI Lead at DI



Today's focus

- Industry adoption
- What's holding us back
- Al industry trends
- Final notes







Show of hands









is now for everyone.



First, we digitalized everything









All our combined knowledge



at our finger tips

















Audio



Henrik Fabrin



Images

Audio

Video



Henrik Fabrin



Audio

Video

Code



Audio

Video

Code

Task completion







Task completion

Physical world



Much easier to use



Al Chat



How can I help you today?

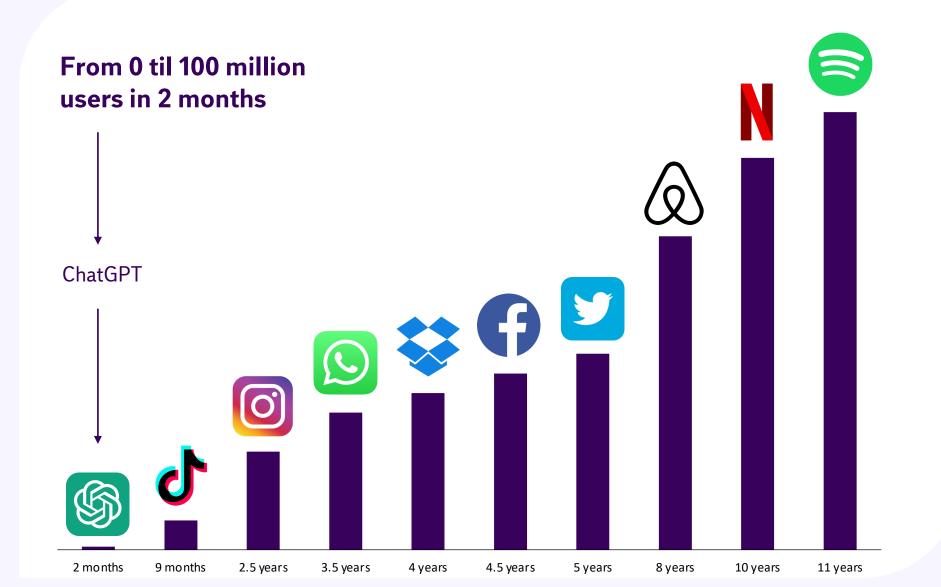
Ask me anything		Ŷ
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Fastest product adoption ever





Henrik Fabrin

When 100% use Al



but only 15% has an AI strategy



When the barrier to Al adoption



When the barrier to Al adoption

collapses



What does it all mean?





www.threedee.design

Job 1: Survive Al

Job 2: Win with Al



Status & expectations



The state of AI adoption in Denmark

Data from the latest reports & analysis DI has been involved in.



Er nordiske organisationer klar til AI?



Dansk

Denmark's GenAl Paradox: From Lagging to Leading



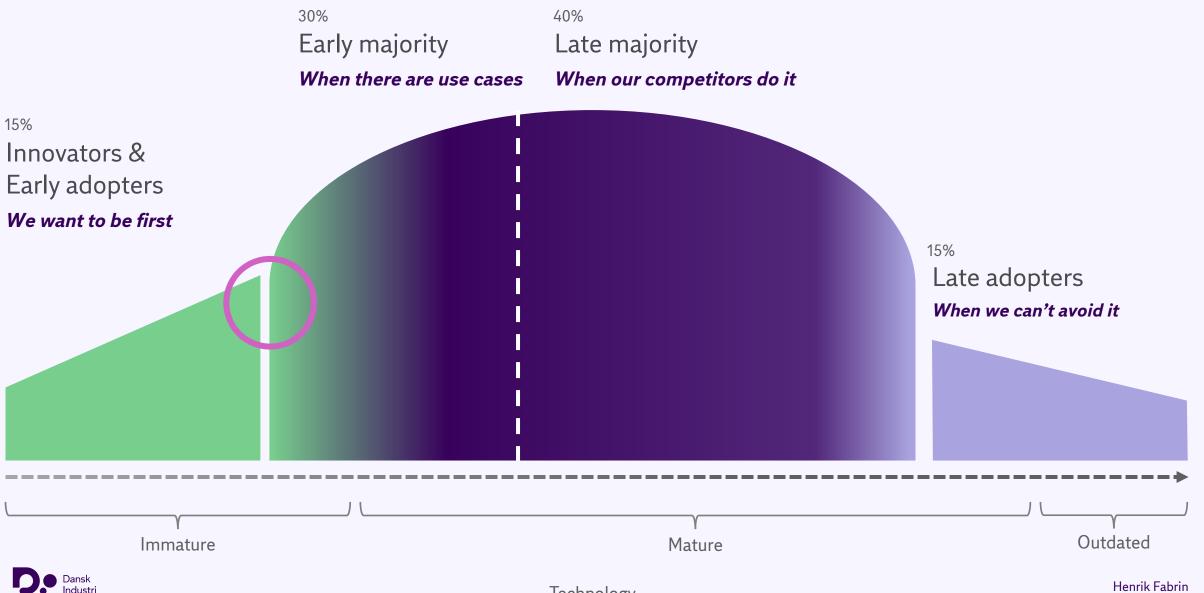
The economic opportunity of AI in Denmark

Capturing the next wave of benefits from generative AI

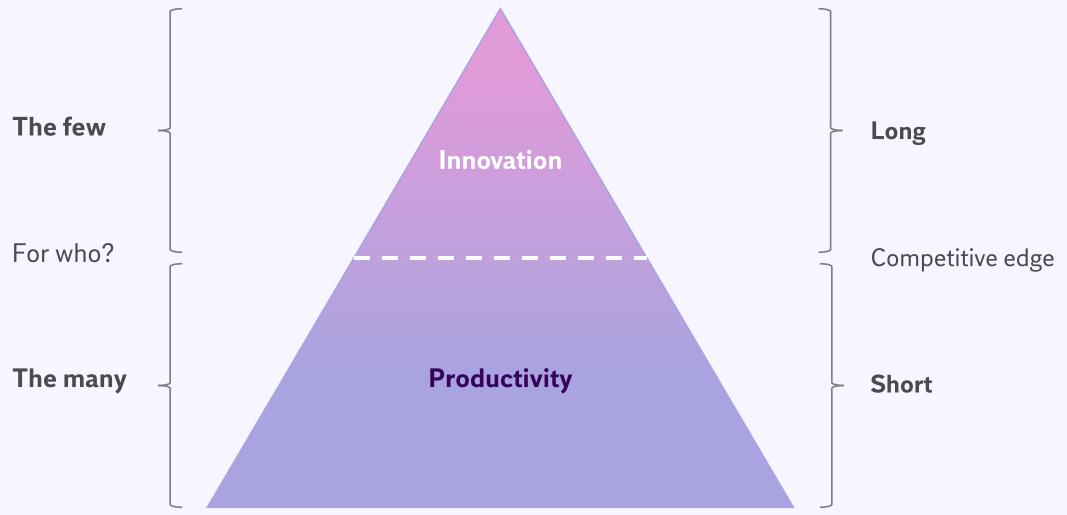
An Implement Consulting Group study commissioned by Google May 2024



Adoption curve



Two types of gains

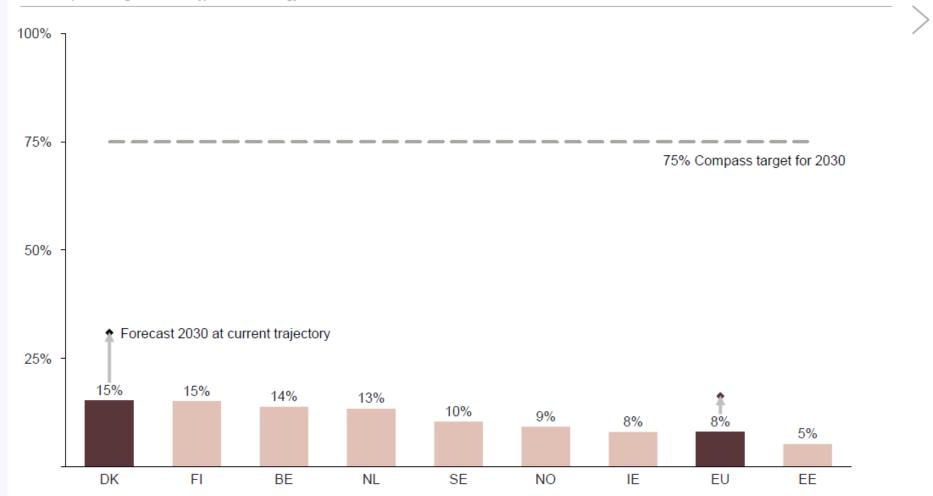




Denmark leads the EU on AI adoption

Adoption of Al 2023

% of enterprises using at least one type of AI technology



Note: Current adoption is from 2023 and includes enterprises with ten or more employees, excluding financial services. The AI adoption metric for Denmark is not comparable over time because the phrasing of AI-related questions in the questionnaire changed between 2021, 2022 and 2023. Forecast for 2030 is based on European Commission-forecasted AI adoption. Source: Implement Economics based on European Commission.

But is heading for a superuser role, not a lead innovator

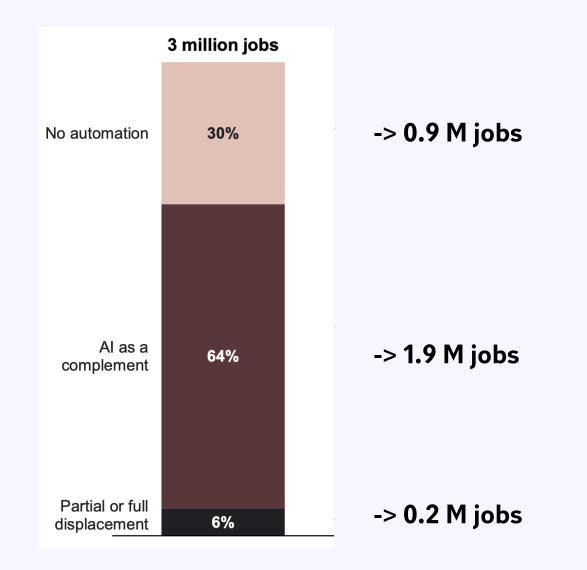
Denmark's AI capacity according to the Tortoise Global AI Index Global AI Index, score out of 100 (global leader) Denmark ranking N. European frontrunners Global maximum Denmark 100 N. European Global leader Global frontrunners On track Al adoption drivers Operating Environment 100 0 1 DK is well placed for generalised AI 75 Government Strategy 10000 3 21 use and early phases of adoption. Infrastructure 68 3 14 ₽ Talent 31 5 19 Behind Al innovation drivers DK is **E** challenged in Research 5 18 terms of being an innovator of more 4 specialised AI Development 5 19 applications. Commercial 6 18

Note: The Global AI Index looks at seven sub-pillars of AI capacity: talent (availability of skilled practitioners in AI solutions, including IT and STEM graduates, data scientists, AI professionals etc.), infrastructure (download speed, supercomputing capabilities etc.), operating environment (regulation, cybersecurity etc.), research (AI publications and citations etc.), development (fundamental platforms and algorithms etc.), government strategy (national funding commitments to AI etc.) and commercial ventures (AI start-up activity, investments

Dansk

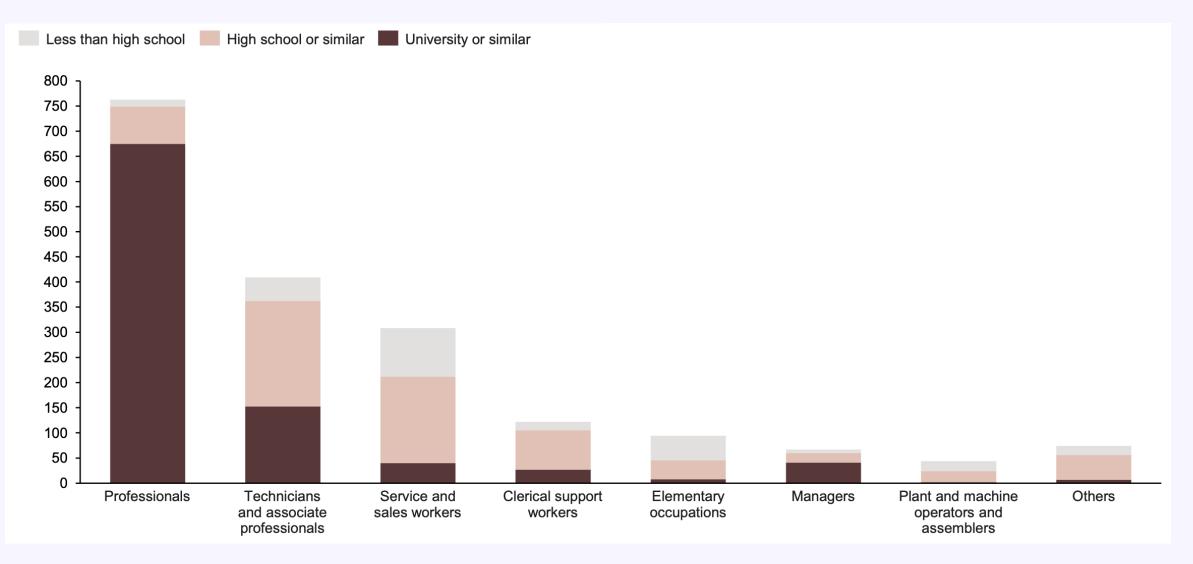
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Share of jobs impacted by AI

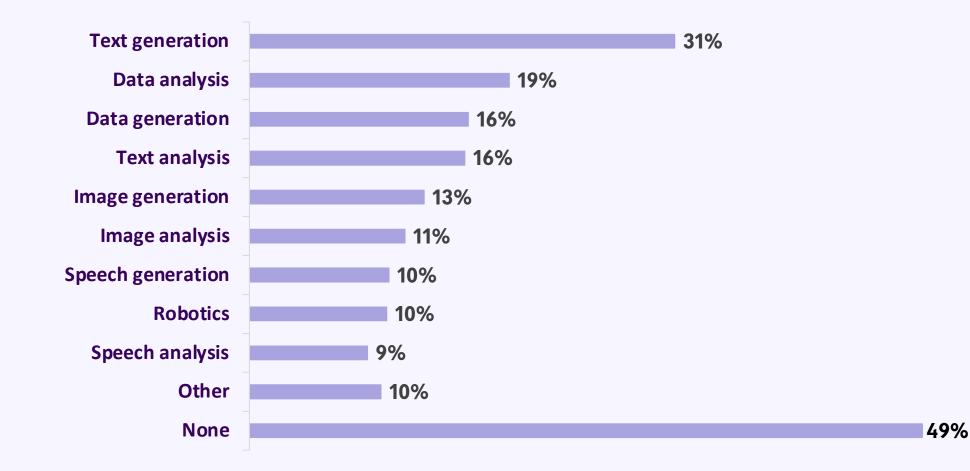




Job types impacted by AI

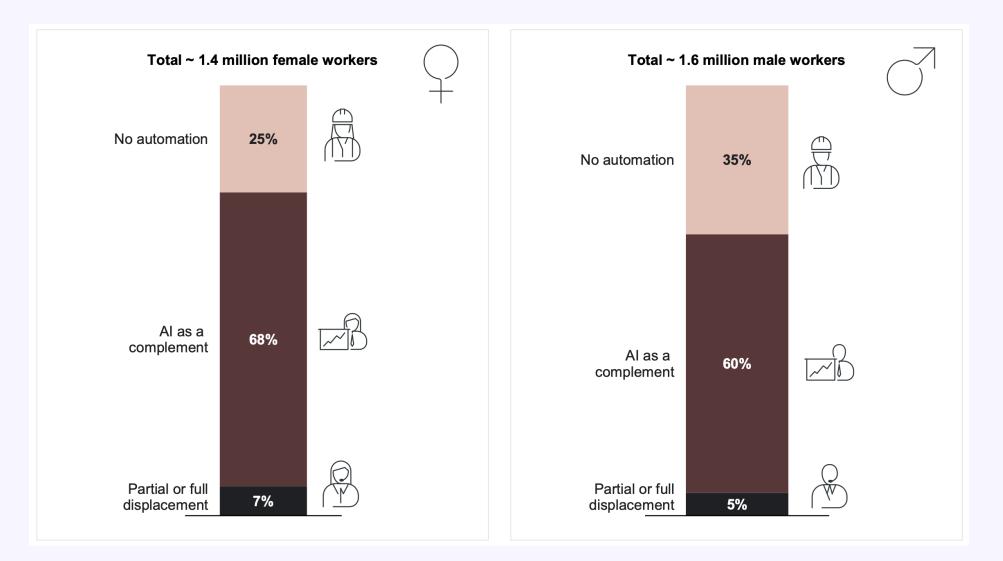


What we are actively using AI for at work



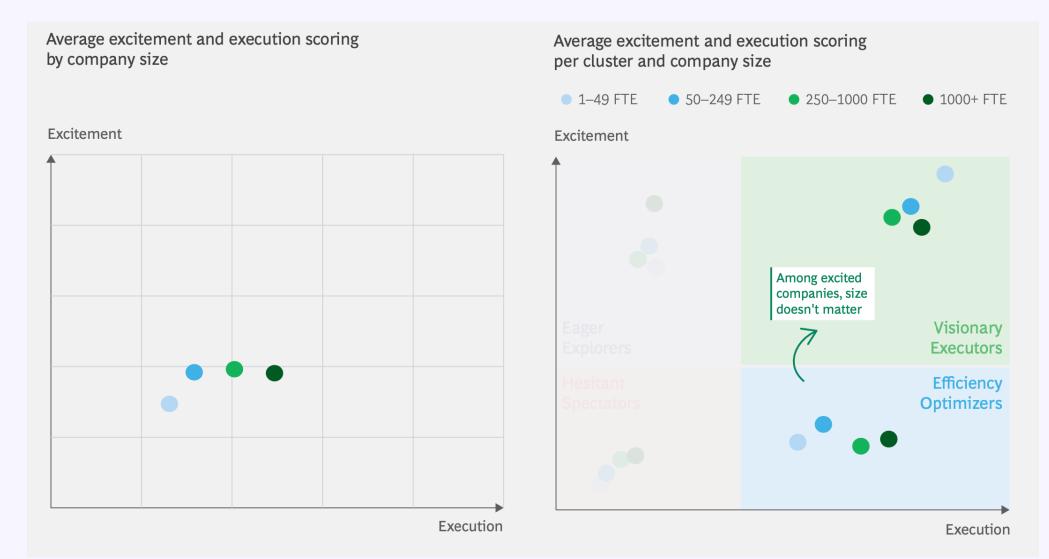


Al is impacting genders differently



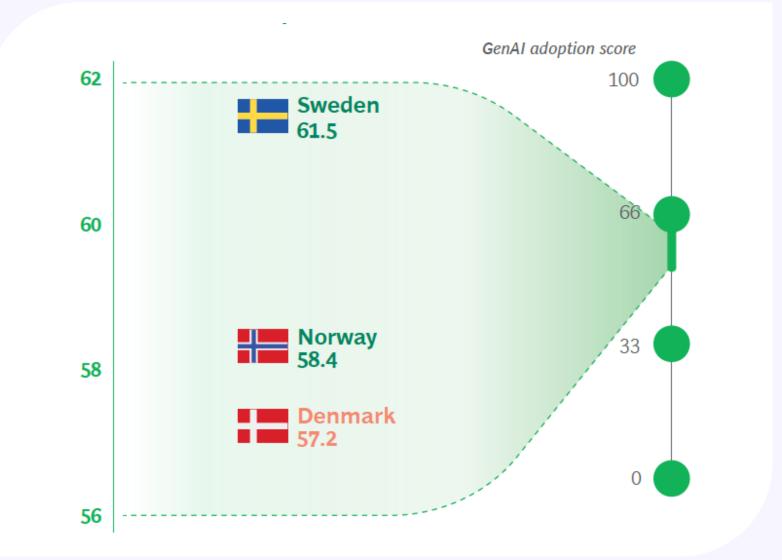


Excitement separates the leaders and lackers



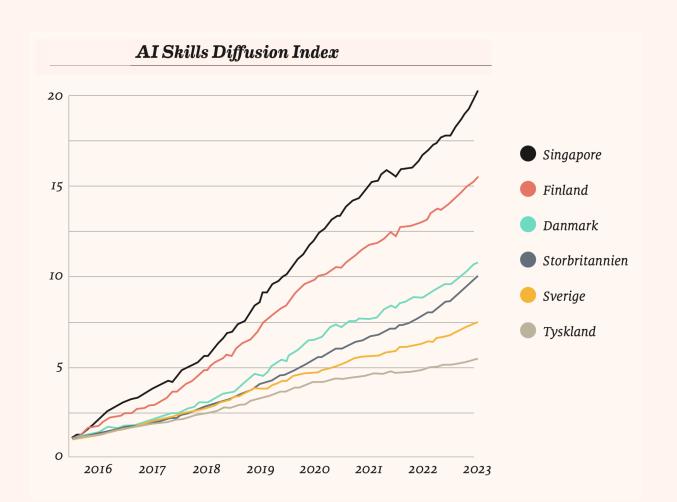


Adoption in comparison





AI skills in comparison





Economic expectations

Globally

McKinsey estimates, generative AI will add **2.600 – 4.400** billions dollars to the global economy. That is the equivalent of the entire UK economy. (Source: DI)



USD 2.600 – 4.400 billions

Denmark

Implement Consulting Group & Google estimate Generative AI will boost Denmark's **GDP +8%** between 2024 to 2034.



DKK 200 - 250 billions annually



- **Al i Norden:** 48% of organisations use Al, only 15% have an Al strategy.
- **McKinsey:** 90% of Danes will free one workday per week.
- **IMF:** 40% of all jobs will be impacted by AI.

Al will not take your job, **but someone using Al will.**

The Danish population are knowingly using AI



33% of Danes answered yes to having used an Al such as ChatGPT in 2023.

Algoritmer, Data og Demokrati (2023)

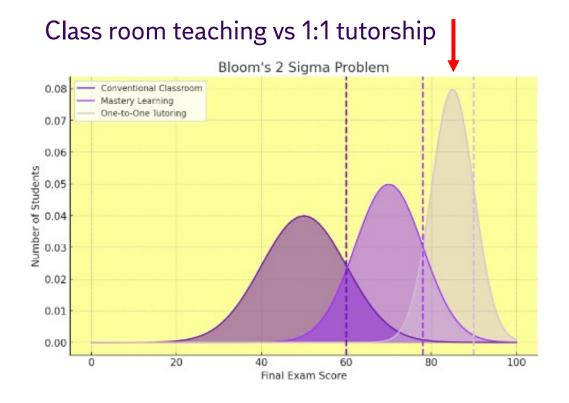


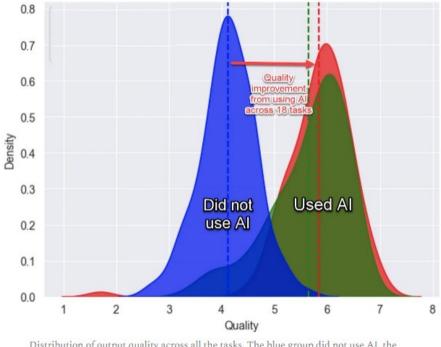
Is it smart or cheating?

Google	"ChatGPT fylder et år. Den har gjort det let for skole- og gymna 🗙 📖 🌷 🔅 🔍	
	Billeder Videoer Nyheder Bøger Flybilletter Finans	
	Ca. 4 resultater (0,20 sekunder)	
	Ugeavisen.dk https://ugeavisen.dk > indland > elevers-brug-af-chatgpt	
	Elevers brug af ChatGPT får skole til at droppe skriftlige	
	for 1 dag siden — ChatGPT fylder et år. Den har gjort det let for skole- og gymnasieelever at snyde. Anbefalinger er på vej.	
	TV 2 https://nyheder.tv2.dk > 2023-11-30-skole-dropper-s	
	Skole dropper skriftlige afleveringer efter brug af ChatPPT - TV 2	
	for 1 dag siden — ChatGPT fylder et år. Den har gjort det let for skole- og gymnasieelever at snyde. Anbefalinger er på vej.	
	B Berlingske https://www.berlingske.dk > danmark > elevers-brug-af	
	Elevers brug af ChatGPT får skole til at droppe skriftlige	
	for 1 dag siden — ChatGPT fylder et år. Den har gjort det let for skole- og gymnasieelever	
	at snyde . Anbefalinger er på vej.	
	Ekstra Bladet https://ekstrabladet.dk > nyheder > samfund > elevers-b	
	Elevers brug af ChatGPT får skole til at droppe skriftlige	

for 1 dag siden — ChatGPT fylder et år. Den har gjort det let for skole- og gymnasieelever at snyde. Anbefalinger er på vej. Her snyder Al-robotten ChatGPT ...

Faster and with higher quality





Benefits using gen Al

Distribution of output quality across all the tasks. The blue group did not use A1, the green and red groups used AI, the red group got some additional training on how to use A1.



AI challenges what is culturally acceptable

Mette Frederiksen til Messerschmidt: Lad nu vær'

Statsministeren opfordrer partierne til at afstå fra at lave deepfake-videoer: "Det er ødelæggende for vores demokratiske samtale"



Mette Frederiksen (S), statsminister, og Morten Messerschmidt (DF), formand

Jan Kjærgaard

14. maj 2024 - 16:13

f 🄰 🖨 🖂

Dansk Folkeparti delte for to uger siden en omdiskuteret deepfake-video af statsminister Mette Frederiksen (S) på de sociale medier.

Mette Frederiksen (S) kommenterede for første gang videoen mandag, da hun under et nordisk-tysk topmøde i Stockholm mødte udsendte danske journalister. Kulturministeren vil gribe ind mod falske Alvideoer efter politiske kampagner: 'De markerer et lavpunkt i vores demokratiske samtale'

Både DF og LA har benyttet sig af Al i deres seneste kampagnevideoer.







AI challenges what is culturally acceptable

...

Example A



Lars Sandahl Sørensen • 1st Chief Executive Officer at DI - Confederation of Danish Industry - Confé... 6d • (S)

Der sker enorme forskydninger i de tektoniske plader, der danner rammerne for vores samfund, for os mennesker. Vi skal lære at bruge det her værktøj, ligesom vi har lært at køre bil, og ligesom vi har lært at læse og skrive.

See translation



Example B



Lars Sandahl Sørensen • 1st Chief Executive Officer at DI - Confederation of Danish Industry - Confé... 6d • (5) ...



A corporate demand for AI-skills

35 pct of Nordic organisations demand specific digital competences among their employees today. For example **the ability to** evaluate when, and how to best use Al.



Skills & competences



In three years companies expect from the employees....

1. Usage skills can use relevant bacis software **2. Analytical skills** can assess technology for potentials and risks

3. Explorative skills

stays up to date and experiments with the latest technology



Companies expect three profile types in their organisation...

1. Digital Generalist knows how to use basic software **2. Digital Integrator** combines technologies and challenges business models **3. Digital Specialist** designs, codes and runs digital products.

D. DI Digital

What is holding us back?



DI member companies need help with

Understanding how and where to get started with AI

Prioritizing the right use cases over time

🕯 🛛 A safe p

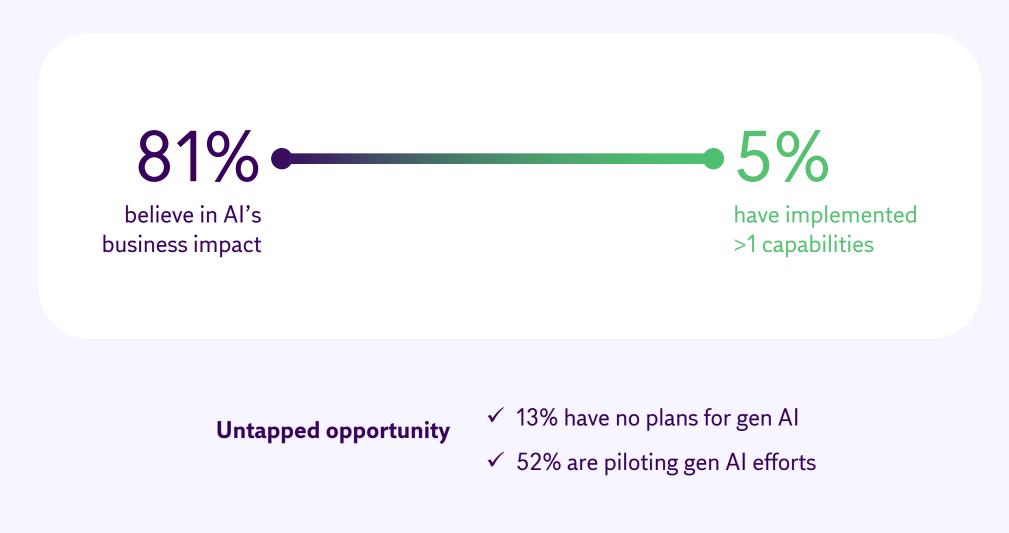
A safe place to test and experiment



Keep up with the latest progress, regulation & future demands



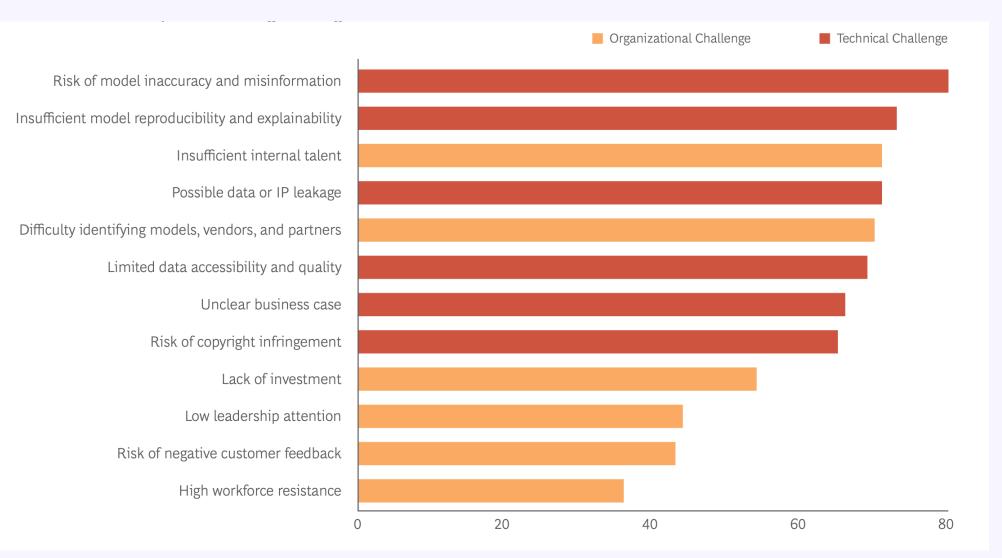
A Danish corporate paradox





Source: BCG, "Denmark's GENAI Paradox: From Lagging to Leading", March 2024.

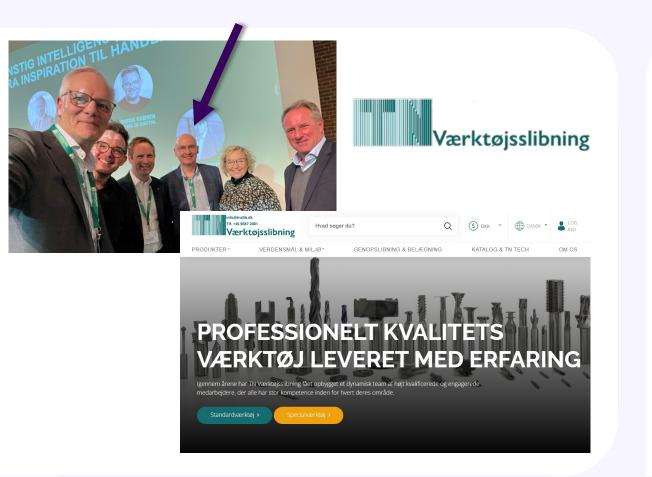
Corporate concerns and challenges





Frontrunner examples from the industry

Productivity: TN Værktøjsslibning



Founded by Torben Nielsen in 1987

Leading supplier of specialist tools

Al is used for

- 4x faster employee onboarding
- Synergies across orders

The effect

- ✓ Competivite advantages
- ✓ Reduced production costs
- ✓ Knowledge sharing across the organisation



Productivity: Hempel & Al-powered search.



Hempel is a world-leading supplier of paint. A global company with strong values and customers in the decorative, marine, infrastructure, and energy industries.

Hempel paint is used for applications such as Vestas wind turbines and the London Tower Bridge.



Varnish



Application Guide

Hempaline® Defend 400

Scope

The purpose of this procedure is to ensure that the lining system is applied safely and correctly, so it will provide the required protection.

Performance of a lining scheme depends upon the correct choice of lining, surface preparation and application.

The responsibilities for achieving the specific standards 3. Highly pitted surfaces may need additional treatment to outlined and for carrying out surface preparation and paint application rest with the Contracting Company. However the Technical Service Representative can offer advice.

Description

Hempaline Defend 400 is a solvent free, high performance epoxy lining with very good chemical resistance. This material is designed to be a single coat application. Hempaline Defend 400 may be applied as a 1 or 2 coat scheme, and as part of a hand lay or spray applied glass fibre reinforced system. Hempaline Defend 400 is available in Standard (Cure 72) and in Fast Return to Service (Cure 24) grades, which both offer the same high performance.

Safety

Attention should be given to the following:

Danger of explosion or fire

Provision of a suitable breathing environment for

workers. Safe handling of lining materials.

Before entering a tank (or other enclosed area) it is important that the tank has been declared gas-free and relevant safety permits are in place. All local safety rules must be followed.

Appropriate ventilation will be required during surface preparation and during application and cure of the lining.

Surface preparation

1. Degrease in accordance with SSPC SP1.

2. The maximum allowed total soluble salt contamination on the steel before application of the Hempaline scheme is 50 mg/m2 (values may be lower for higher temperature service).

HEMPEL

remove soluble salts including an additional fresh water wash and re-blast to the appropriate standard.

4. Dry abrasive grit blast in accordance with ISO 8501-1 to minimum Sa21/2 or SSPC SP10 is required to achieve optimum performance. A sharp, angular surface profile of 75-100 microns (3-4 mils) is recommended.

Priming

Under practical conditions, a holding primer is often used to aid the blasting program. Holding primers must be compatible with the lining system and applied at the specified film thickness to avoid introducing a weakness into the system.

Consult the appropriate product data sheet for application and overcoating details

If practical, normally in small vessels or in large tanks where small areas are blasted and then coated after a short period, the blast standard may be maintained by use of dehumidification only without the need for a primer.

Product characteristics

Hempel's Classic

Description

Hempel's Classic Varnish is a traditional clear alkyd varnish containing tung oil resulting in a flexible, long lasting finish. Good resistance to seawater, sunlight and adverse weather conditions.

Recommended use For use on new wood as well as on previously varnished wood, interior and exterior, above the waterline.

Features - Excellent flow at application, a flexible finish and long term UV filters ensure an uncompromising finish.

Product safety

Flash point 38°C [100°F]

VOC content

Legislation	Value
EU	382 g/L [3.19 lb/US gal]

According to specific legislation, see details in the Explanatory Notes available at Hempel website, hempel.com or at your local Hempel website.

Handling

Handle with care. Before and during use, observe safety labels on packaging and paint containers and follow all local and national safety regulations. Always consult Hempel's Safety Data Sheet for this product along with the Product Data Sheet.

Standard shade / code Transparent 00000

Product code

01150

Product data

Gloss High-gloss Volume solids

52 ± 2% Specific gravity

0.9 kg/L [8 lb/US gal]

Reference dry film thickness 30 micron [1.2 mils]

Surface preparation

Cleanliness - Remove oil, grease and other contaminants by suitable detergent cleaning.

New build

- Uncoated surface: Sand and remove all dust. - New wood: Saturate the dry, clean surface with a suitable wood treatment, allow to dry. Plywood: Seal the dry, clean surface with suitable wood sealer. Teak: Degrease the surface thoroughly with a suitable degreaser. - The surface must be dry and clean prior to application.

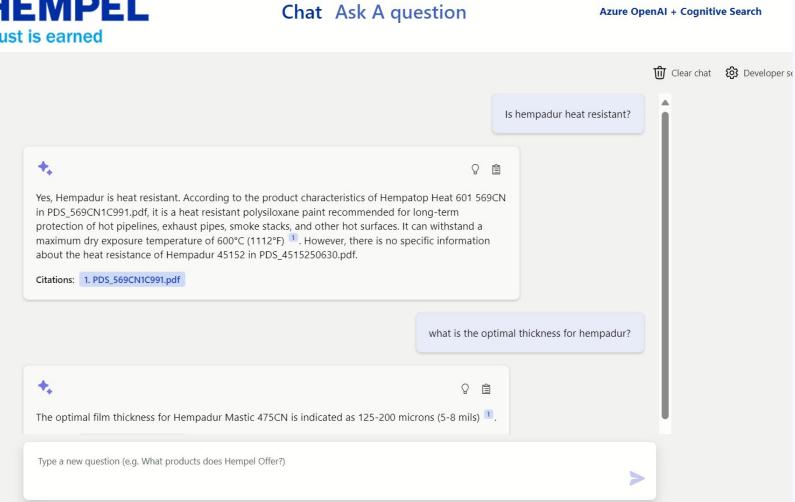
Maintenance and Repair - Previously coated surface: Abrade, clean and dry the surface. - Previously damaged varnished wood: Wood treatment may be necessary.

- Moisture content of the wood must be below 16%.

Issued by Hempel A/S - March 2023









Business value



18.17

Opslag fra Jens



Så blev det tid til tidlig pinseferie - ikke mere gips og fermacell støv indtil tirsdag i næste uge. Vejret kunne være bedre men det skal ikke ødelægge strandkattens og mit gode humør. God pinse når I når så vidt.

🗘 🖸 Aase Fabrin og 119 andre

🖒 Synes godt om







Productivity: Project documentation









2. Edit Al-generated text

Project Doc Helper

1. Upload photos





Projekttitel: Renovering af badeværelse

Dato for dokumentation: [Indsæt dato]

Beskrivelse af 'Før' stadie:

Billedet viser et badeværelse i begyndelsen af en renoveringsproces. Væggene er forberedt til flisearbejde med gråt spartel, og installationer til el og VVS er fremført, men endnu ikke tilkoblet. Gulvet er belagt med hvide fliser, og loftet er åbent med synlige træbjælker. Vinduet sikrer godt dagslys, men rummet er endnu spartansk uden inventar.

Beskrivelse af 'Efter' stadie:

På det efterfølgende billede præsenteres badeværelset efter færdiggørelsen. Væggene er beklædt med beige fliser, og et hvidt, panelet loft komplementerer det moderne look. En bruseinstallation med gyldne detaljer er nu monteret, og et træmøbel med en indbygget håndvask og gylden vandhane fuldender indretningen. Det færdige arbejde fremstår rent og uden synlige værktøjer eller materialer.

Aflevering af projektet:

Projektet er afsluttet i overensstemmelse med de aftalte specifikationer og kvalitetsstandarder. Alle installationer er udført korrekt og funktionelt testet. Badeværelset er klar til brug og overleveres hermed til bygherren.

Vedlagte filer:

- IMG_0249.JPG (Før renovering)
- IMG_0248.JPG (Efter renovering)

() Message Project Doc Helper...

3. Send email



New business models: Zendesk



ARTIFICIAL INTELLIGENCE

Zendesk AI makes service what it should be

Only Zendesk AI is built on billions of real customer service interactions. It understands customer experience, which means you unlock the power of personalized support from day one—without any extra work.



Stiftet i 2007 af Mikkel Svane, Alexander Aghassipour og Morten Primdahl.

Kundeserviceplatform med +100.000 kunder, 5.500 ansatte.

Før Al

- Forretningsmodel baseret på antal licenser (SaaS)
- Flere medarbejdere -> flere licenser = mere omsætning
- Zendesk er et digitalt værktøj til at udføre sig arbejde

Med Al

- Traditionel forretningsmodel under stort pres
- Zendesk Al udfører opgaver = behov for færre licenser
- ✓ Ny forretningsmodel: Hybrid af licens + værdibaseret
- ✓ Fremtidig forretningsmodel: Primært værdibaseret



New business models: Data as a Service

23 min siden af Josefine Nygård Hummelmose

Samfund

Financial Times' artikler skal træne ChatGPT

Artikler fra den britiske avis Financial Times skal i fremtiden bruges til at træne chatbotten ChatGPT. På den måde skal ChatGPT på sigt kunne besvare brugerspørgsmål med information fra Financial Times' artikler og linke til avisens hjemmeside. Også den franske avis Le Monde samt tyske Axel Springer Group har indgået lignende aftaler med selskabet bag ChatGPT, OpenAI.

Exclusive: Reddit in AI content licensing deal with Google

By Anna Tong, Echo Wang and Martin Coulter



February 22, 2024 5:10 AM GMT+1 · Updated 2 months ago



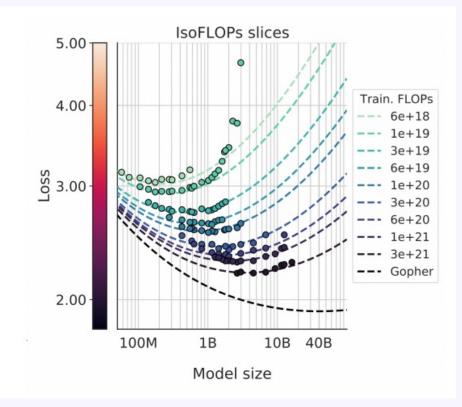
Reddit logo is seen in this illustration taken November 7, 2022. REUTERS/Dado Ruvic/Illustration/File Photo *Purchase Licensing Rights* [

SAN FRANCISCO, Feb 21 (Reuters) - Social media platform Reddit has struck a deal with Google (<u>GOOGL.O</u>) C to make its content available for training the search engine giant's artificial intelligence models, three people familiar with the matter said.

The next 6-12-n months?

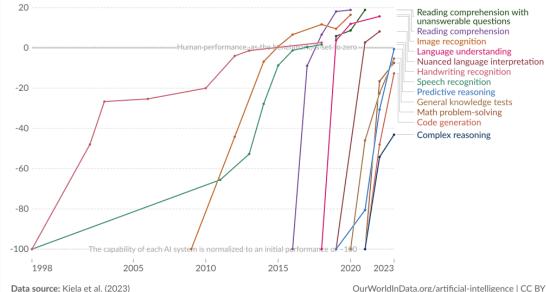


Size continue to matter for performance



Test scores of AI systems on various capabilities relative to human performance

Within each domain, the initial performance of the Al is set to -100. Human performance is used as a baseline, set to zero. When the Al's performance crosses the zero line, it scored more points than humans.



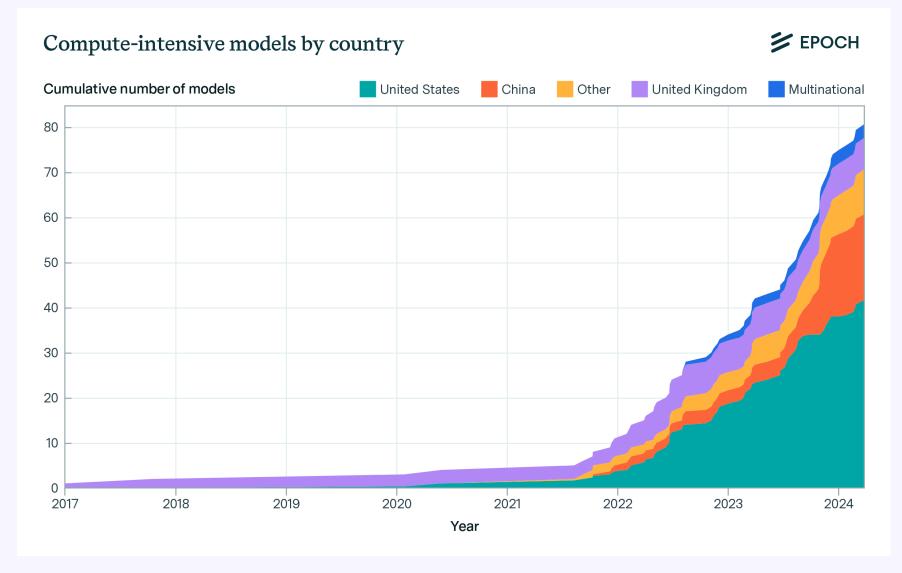
Note: For each capability, the first year always shows a baseline of –100, even if better performance was recorded later that year.



...consensus is we will have expert Als across most domains.

Our World in Data

The US and China are leading the race



EPOC: "Compute-intensive" = models trained using over 10^23 floating-point operations (FLOP).

The open-source vs closed-source battle continues

Meta Our approach ✓ Research ✓ Meta Al Meta Llama Blog

Large Language Model

Introducing Meta Llama 3: The most capable openly available LLM to date

April 18, 2024

Introducing Meta Llama 3

Pricing

(S) OpenAl

Simple and flexible. Only pay for what you use.

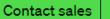
Research ~

API ~

ChatGPT ~

Safetv

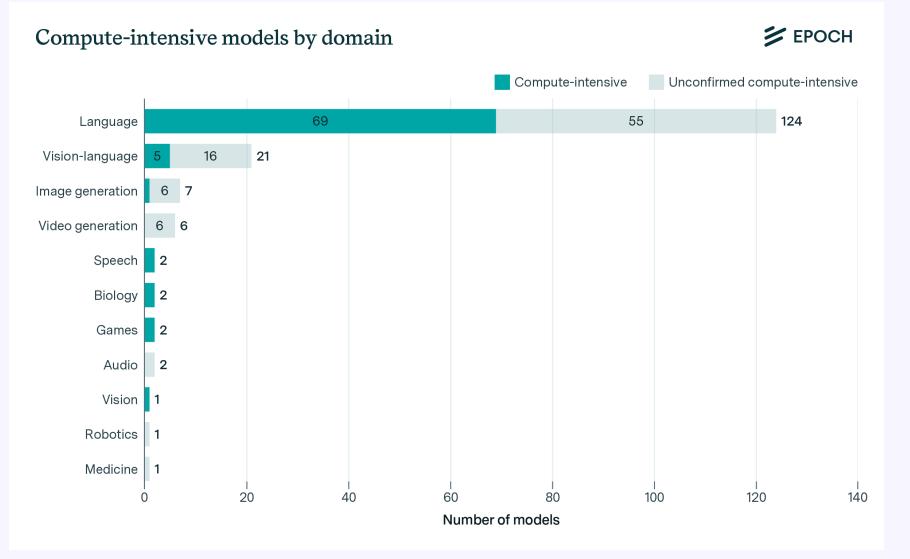
Company ~



Learn more ↓



Language models are the most common



Google, Meta, OpenAl and Anthropic



Dansk Industri

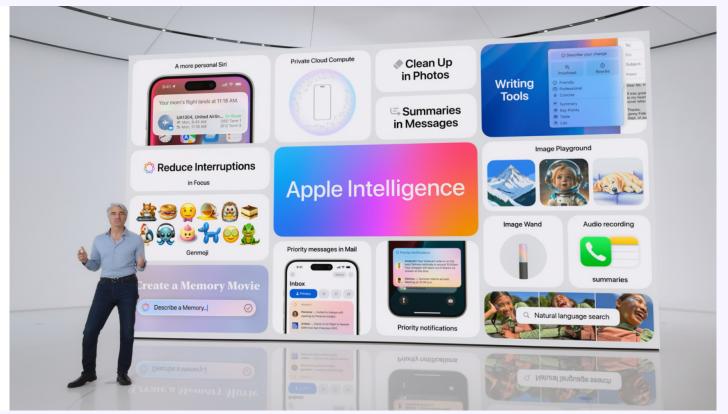
+ Nvidia and Apple

NVIDIA Releases Digital Human Microservices, Paving Way for Future of Generative AI Avatars

NVIDIA ACE Now Generally Available for Cloud, in Early Access for RTX AI PCs, in Use by Companies Across Customer Service, Gaming and Healthcare, Including Dell Technologies, ServiceNow, Aww Inc., Inventec, Perfect World Games

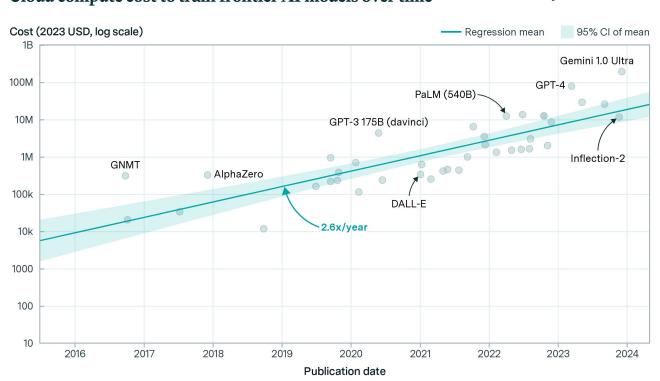
June 2, 2024





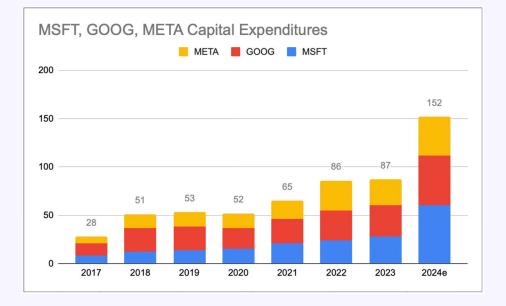


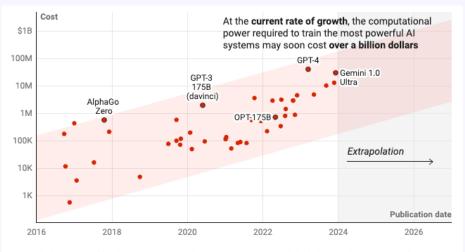
Massive investments in training



Cloud compute cost to train frontier AI models over time

📁 EPOCH AI

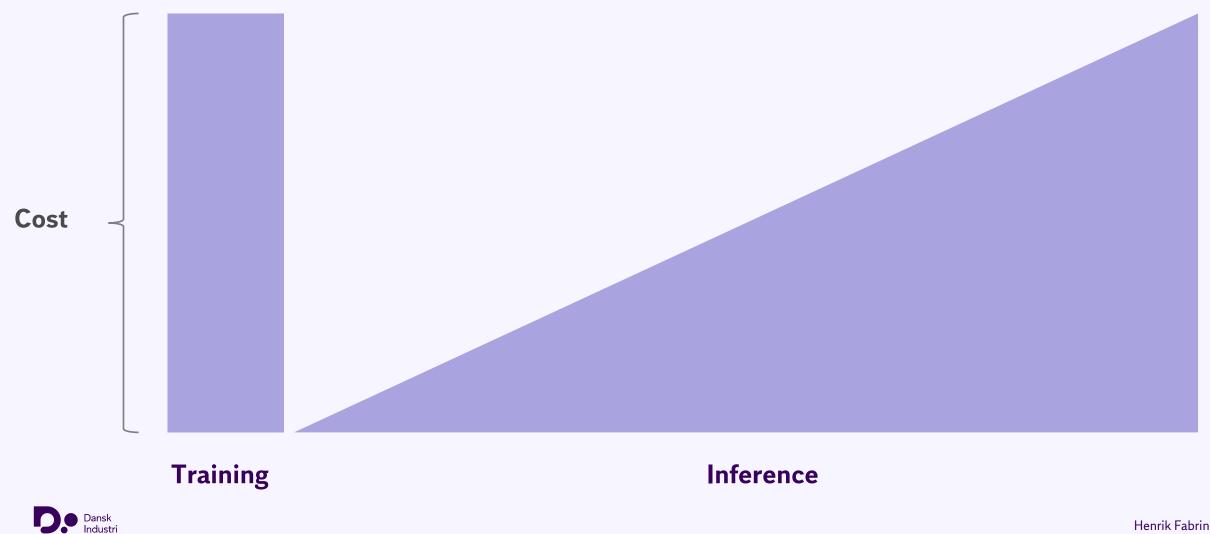




Cost includes amortized hardware acquisition and energy consumption. Red shaded area indicates 95% confidence prediction interval.

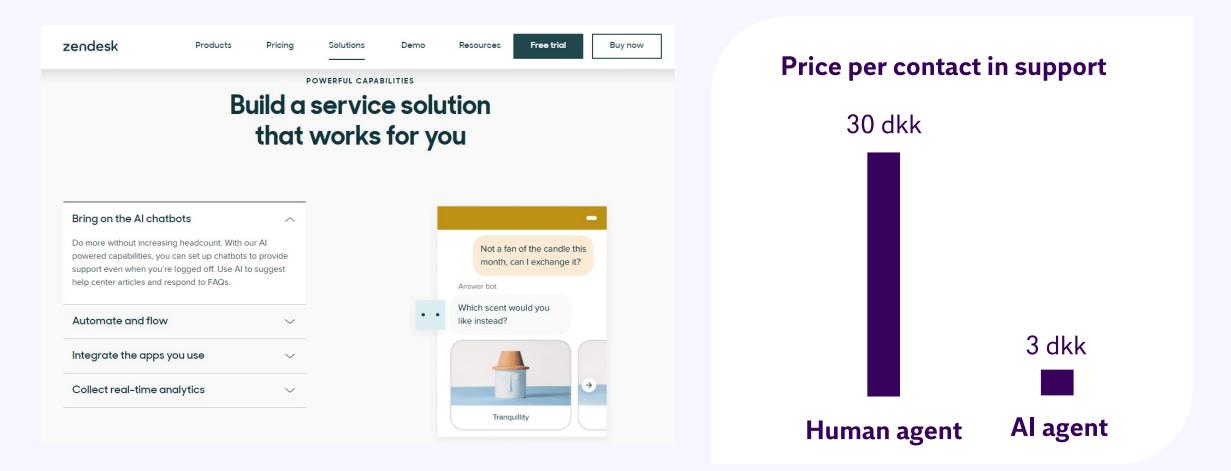


But inference is a larger long-term cost



Inference cost is absorbed by venture capital and users

Example: Customer support



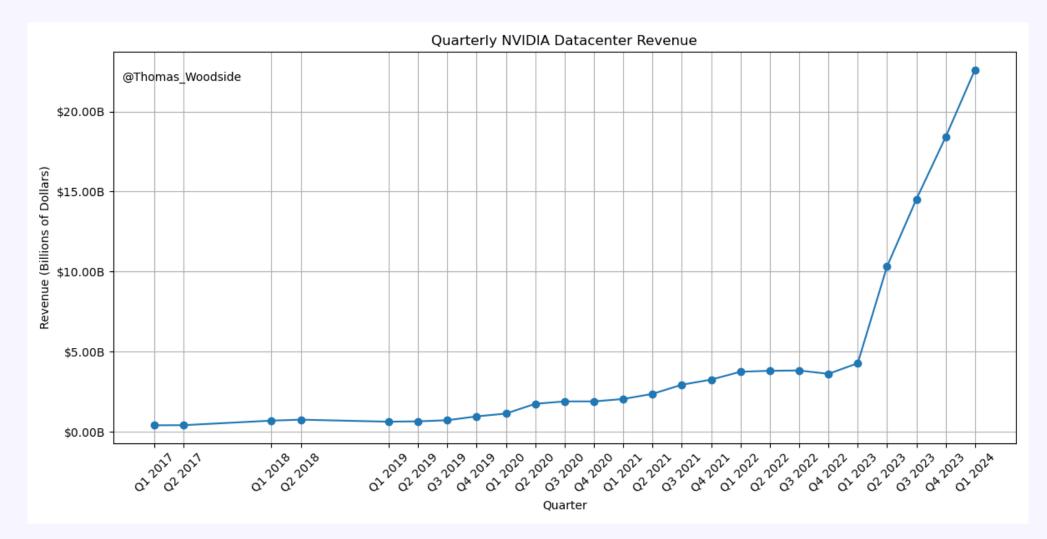
Al is the main growth engine for cloud and data centers

Microsoft

Product	Revenue	Trailing 12 Month Growth Rate
Copilot	\$500m	292%
AzureAl	\$4.0b	815%
Total	\$4.5b	760%

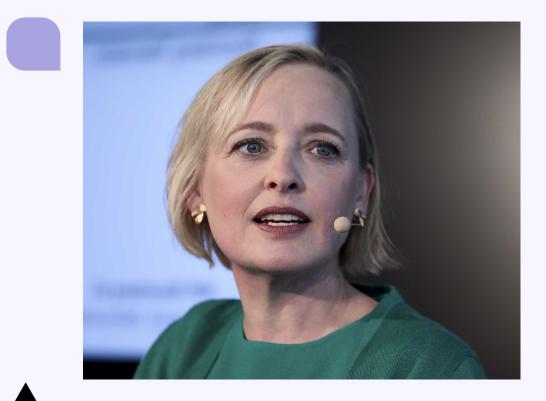


Al is the main growth engine for cloud and data centers





Accenture: USD 1 billion in generative AI-bookings in 6 months



"To re-invent using technology, data and Al you must have the right digital core, change your processes and ways of working, reskill and upskill your people and build new capabilities around responsible Al." Julie Sweet, Global CEO, Accenture

Access to chips, data and energy are the bottlenecks

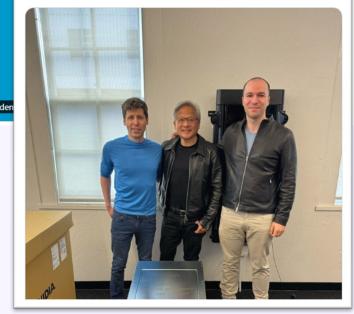
Secretary Gina Raimondo 🕸 @SecRaimondo

Big news: Today, we're announcing an \$8.5 billion preliminary agreement with @Intel — the largest CHIPS investment yet.

The investment will create nearly 30,000 jobs and expand their semiconductor capacity across the country.

Greg Brockman 🤣 @gdb

First @NVIDIA DGX H200 in the world, hand-delivered to OpenAI and dedicated by Jensen "to advance AI, computing, and humanity":



Sam Altman, CEO OpenAI, Jensen Huang, CEO Nvidia

23 min siden | af Josefine Nygård Hummelmose

Samfund

...

Financial Times' artikler skal træne ChatGPT

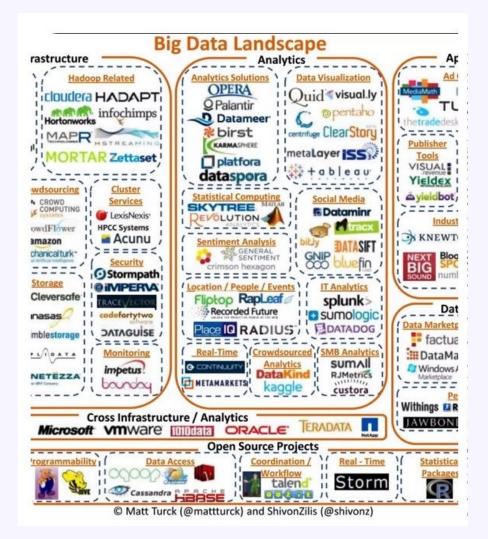
Artikler fra den britiske avis Financial Times skal i fremtiden bruges til at træne chatbotten ChatGPT. På den måde skal ChatGPT på sigt kunne besvare brugerspørgsmål med information fra Financial Times' artikler og linke til avisens hjemmeside. Også den franske avis Le Monde samt tyske Axel Springer Group har indgået lignende aftaler med selskabet bag ChatGPT, OpenAl.



Mark Zuckerberg, CEO & Founder Meta



Al Big Data in 2012



THE 2024 MAD (MACHINE LEARNING, ARTIFICIAL INTELLIGENCE & DATA) LANDSCAPE

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Source: Full Steam Ahead: The 2024 MAD (Machine Learning, AI & Data) Landscape – Matt Turck

FIRSTMARK

Henrik Fabrin

The # of AI applications will continue to grow

THE 2024 MAD (MACHINE LEARNING, ARTIFICIAL INTELLIGENCE & DATA) LANDSCAPE

THE 2024 MAD (MACHINE LEARNING, ARTIFICIAL INTELLIGENCE & DATA) LANDSCAPE

INFRASTRUCTURE ANALYTICS	MACHINE LEARNING & ARTIFICIAL INTELLIGENCE	APPLICATIONS - ENTERPRISE	INFRASTRUCTURE	ANALYTICS MACHINE LEARNING	& ARTIFICIAL INTELLIGENCE	APPLICATIONS ENTERPRISE
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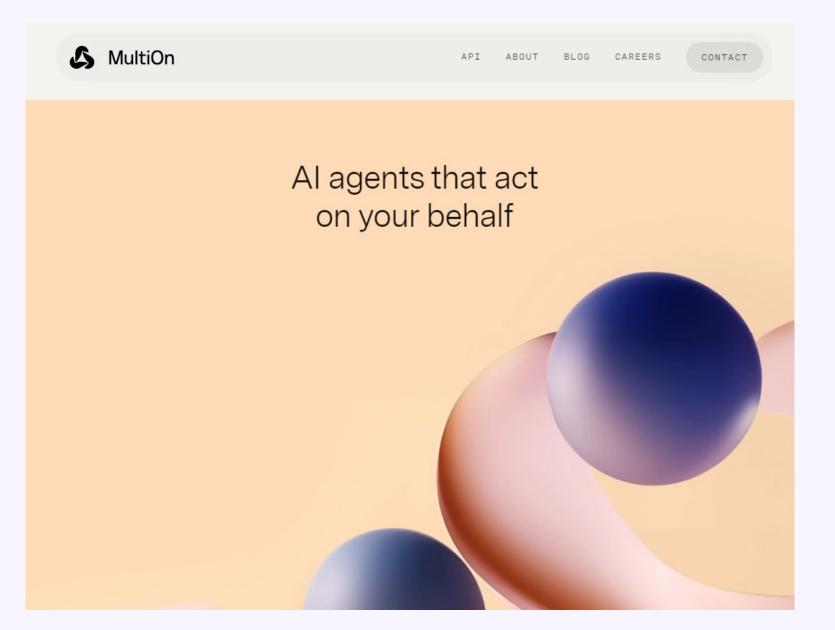
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ion 1.0 - March 2024 🛛 Matt Turck (@mattturck), Aman Kabeer (@AmanKabeer11) & FirstMark (@firstmarkcap) Biog post: mattturck.com/MAD2024 Interactive version: MAD.firstmarkcap.com Comments? Email MAD2024@firstmarkcap.com

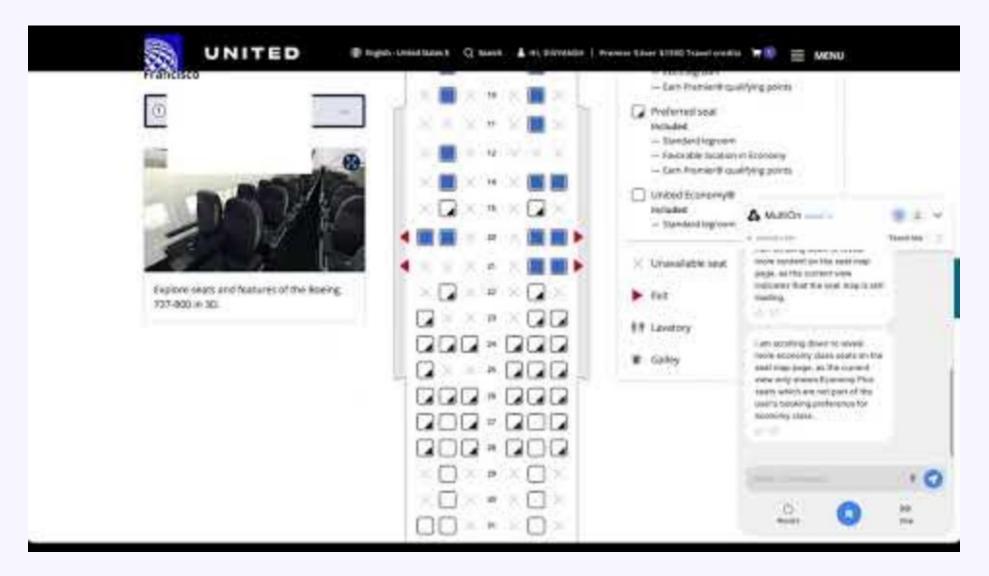
FIRSTMARK

TMARK 📂 Version 1.0 - March 2024 🛛 Matt Turck (@mattturck), Aman Kabeer (@AmanKabeer1) & FirstMark (@firstmarkcap) Biog post; mattturck.com/MAD2024 Interactive version; MAD.firstmarkcap.com Comments? Email MAD2024

Multimodal AI-agents completing tasks



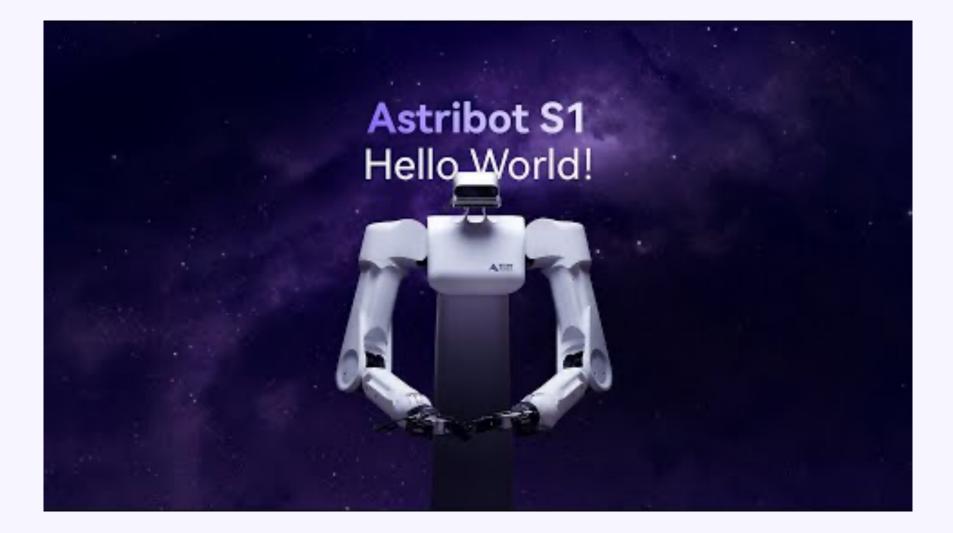
Online







Offline



But it's not all free play



There are important things to

keep in mind



The AI Act and general compliance

Legal help for using AI

DI offers you practical AI tools to help you comply with applicable laws, protect IP rights and prepare for the upcoming AI regulation.

Guide

AI Act: Your overview of EU legislation on AI

The guide gives you an overview of the AI Regulation and the practical implications it will have for you.



Template

Employee policy: Template for using generative AI

With DI's template, you can tailor a personnel policy on employee use of generative Al.

Docs

Guide

How to prepare for the EU **AI** Regulation

This guide will help you prepare your business for the upcoming AI Act: the EU's legislation on artificial intelligence.



Digital Tool

Requirements and criteria: Self-assessment tool

Use the D-mark's free self-assessment tool to see which criteria and requirements fit your company's use of AL

digital

Guidance

Employee policy: Guidance for the use of generative AI

Learn what you need to be aware of when employees use generative AI.



Template

Data protection impact assessment in AI projects

Get a handle on data security in your Al projects and make sure you comply with the GDPR and Data Protection Act.



>

Al is for everyone – also bad actors



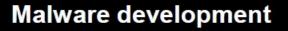


The 3rd largest economy

North Korean Hackers Using AI in Advanced Cyberattacks

U.S.-Led Sanctions Do Little to Curtail North Korea's Development of Al Jayant Chakravarti (DejayJay_Tech) + January 24, 2024

https://www.databreachtoday.com/north-korean-hackers-using-ai-in-advanced-cyberattacks-a-24184



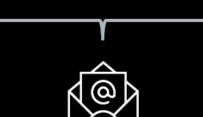




WormGPT - ChatGPT's Evil Twin Large Language Model

Al assisted phishing





Deepfake

'Mom, these bad men have me': She believes scammers cloned her daughter's voice in a fake kidnapping











Al is <u>not</u> a silver bullet

Customers (still) come first

- Using AI shall enable you to provide value faster, better, cheaper to your customers
- Customer needs before technology
- Be pragmatic: Al is not always the fastest, cheapest og best solution





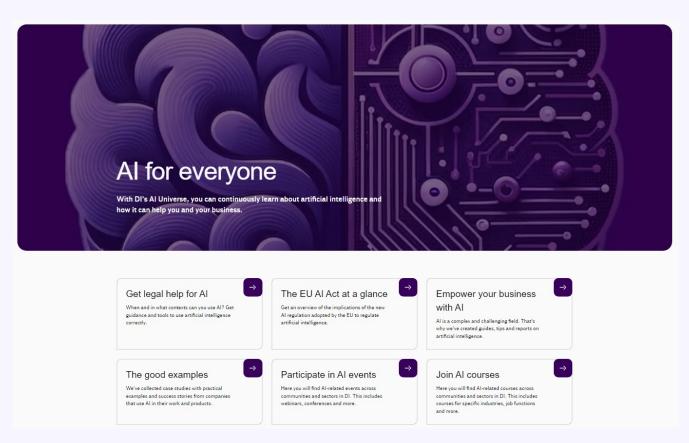
How DI helps companies

Policy formulation and lobbying, ensuring the best framework for adaptation.

Legal counselling on the implementation of Al

Exclusive AI masterclasses, courses, networks, and events

Practical guides and case studies on how to empower your business with Al





Key takeaways

1. Orgs and people using AI will have a clear advantage.

2. Al significantly impacts how we live and work.

3. Put your customers' needs first.

4. If you start today, you're still (almots) early.



Thank you!



hefa@di.dk | linkedin/henrikfabrin

