



**HAARSLEV™**

**HAARSLEV INDUSTRIES A/S**

Bogensevej 85, 5471 Soendersoe

CVR.no. 89 52 38 18

**Annual report for 2022**

# Haarslev Industries A/S

Bogensevej 85, 5471 Soendersoe  
CVR.no. 89 52 38 18

Annual report for 2022

Adopted at the annual general meeting on  
Soendersoe, 25 April, 2023

Henrik Kofoed Petersen  
Chairman at the general meeting

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## Company information

### The Company

Haarslev Industries A/S

Bogensevej 85

5471 Soendersoe

Website: [www.haarslev.com](http://www.haarslev.com)

E-mail: [DK-info@haarslev.com](mailto:DK-info@haarslev.com)

Registered office: Nordfyns Kommune

CVR no.: 89 52 38 18

Financial year: 01.01 - 31.12

### Executive Board

CEO	Kim Kirk Christensen
CFO	Henrik Kofoed Petersen
CCO	Henning Haugaard
COO	Anders Erik Ola Svehag

### Board of directors

Chairman	Jørn Mørkeberg Nielsen
	Paal Kristian Weberg
	David Hess
	Torben Axelsen

### Auditors

DELOITTE STATS-AUTORISERET REVISIONSPARTNERSELSKAB

### Parent Company

Haarslev Holding S.A.R.L., 9A Rue Gabriel Lippmann, L-5365 Munsbech, Luxembourg which is owned by Altor Fund III GP Limited.

## Statement of the Board of Directors and Executive Board on the annual report

We have on this day presented the annual report for the financial year 01.01.22-31.12.22 for Haarslev Industries A/S.

The Financial Statements have been prepared in accordance with International Financial Reporting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act. Management's Review has been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Company's assets, liabilities, and financial positions on 31.12.2022 and of the results of the Company's activities for the financial year 01.01.2022 - 31.12.2022.

In our opinion, management's review includes a fair review of the matters dealt with in the management's review.

The annual report is submitted for approval by the general meeting.

Soendersoe, 25 April, 2023

### Executive Board

Kim Kirk Christensen

Henrik Kofoed Petersen

Henning Haugaard

CEO

CFO

CCO

Anders Erik Ola Svehag

COO

### Board of directors

Jørn Mørkeberg Nielsen

Paal Kristian Weberg

David Hess

Chairman

Torben Axelsen

## Independent auditor's report

To the shareholders of Haarslev Industries A/S

### Opinion

We have audited the financial statements of Haarslev Industries A/S for the financial year 01.01.2022 - 31.12.2022, which comprise the income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including a summary of significant accounting policies. The financial statements are prepared in accordance with International Financial Reporting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2022 and of the results of its operations and cash flows for the financial year 01.01.2022 - 31.12.2022 in accordance with International Financial Reporting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of this auditor's report. We are independent of the Entity in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Statement on the management commentary

Management is responsible for the management commentary.

Our opinion on the financial statements does not cover the management commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the management commentary provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that the management commentary is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of the management commentary.

### Management's responsibilities for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Entity's ability to continue as a going concern, for disclosing, as applicable, matters related to going concern, and for using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures in the notes, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Copenhagen, 25 April, 2023

Deloitte Statsautoriseret Revisionspartnerselskab  
CVR No. 33963556

Eskild Nørregaard Jakobsen

Thomas Aamand Lund

State Authorised Public Accountant  
Identification No (MNE) mne11681

State Authorised Public Accountant  
Identification No (MNE) mne47764

## Management's review

### Who we are

Facts and numbers about us (*approximate numbers*)

<b>No. 1</b>	In protein recycling of animal bi-products
<b>6</b>	Production sites worldwide
<b>17</b>	Sales and service centers globally
<b>120</b>	Countries sold to
<b>220</b>	EURm revenue
<b>932</b>	Employees globally
<b>60.000</b>	M <sup>2</sup> production area

### Vision and Values

#### **Vision**

It's our vision to be the undisputed leader in creating solutions for sustainable feed & food processing.

Undisputed - in the eyes of our customers.

Leader - in Technology, Innovation, and Service.

Creating solutions - that make our customers successful.

Sustainable - contributing to a sustainable planet.

#### **Our values are:**

##### Customer-focused

Committed to the success of our customers

##### Working together

Teamwork is at the heart of how we operate

##### Performance-oriented

Striving for excellence and delivering above and beyond our commitments

### Business model and strategy

Haarslev is the world's no. 1 provider of rendering and related (fish) processing solutions. From offices around the globe, Haarslev employees take pride in providing the specialist equipment and knowhow it takes to keep rendering a safe, healthy, and financially viable activity. As the global population continues to grow and the world's supply of vital proteins, minerals, fuel, and other essentials are increasingly constrained, Haarslev seeks to play its part in utilizing resources more efficiently.

### Leading processing supplier

We design, manufacture, and sell leading-edge equipment, control systems and processing solutions for the rendering, fish, and industrial drying industries. We install, commission, monitor, and service the solutions to keep them running 24/7.

### Leadership through Innovation

We invest significantly in product and process innovation. Our dedicated Innovation and Process departments are working relentlessly to continuously improve the overall efficiency, capacity, and quality of our equipment. In the coming years we plan to step up our investments in innovation.

### Environmental impact

Our products contribute directly to improving the environment and supports our customers' aim for reducing their environmental footprint.

### Global reach

The heart of the Company is our more than 900 dedicated employees in 15 countries around the world. We offer a unique service network with 9 service hubs and a Global Services team with more than 150 people dedicated to supporting customers around the world keeping their processing running 24/7. Our local presence is complemented by a strong network of experienced agents and distributors with whom we have a partnership to deliver the best solutions to our customers.

### Worldwide customer base

With customers located in more than 120 countries across the globe, we are a truly global Company. We are in business to build long-standing partnerships, based on a deeply rooted customer focus and strong co-operation with customers across industries and geographies.

### Clear and performance-oriented strategy

Haarslev Industries is expected to grow faster than the market in the coming years, and our strategy is clear: we want to deliver leading performance on all measures. As performance takes precedence over growth, we are continuously reviewing all areas of our business to improve performance.

### Three key industry segments

At Haarslev Industries we focus our efforts and dedication on three main industry segments:

- Meat rendering
- Fish processing
- Industrial processing

With deeply rooted industry expertise across all segments, our team of industry professionals are able to anticipate market developments and changes in the industry, allowing us to adjust our business accordingly and serve our customers to the highest standard.

In all industry segments, our offerings cover the full product life cycle – from design & manufacturing to service & installation and, ultimately, de-commissioning of the solutions.

## Meat rendering

Within Meat rendering, we offer various solutions adjusted to the exact meat product's needs:

### **Processing of meat, bones, and offal**

The poultry rendering industry has its own specific needs and requirements when it comes to the processing of meat, bones, offal, feathers, and blood.

Haarslev designs, develops, and supplies both processes and equipment that help our customers face their challenges. Our solutions focus on efficient utilization of raw materials and energy, as well as on product quality, regulatory conformance, and environmental impact.

### **Feather processing**

Feather meal is made from poultry feathers by hydrolyzing under elevated heat and pressure and then drying and grinding. The pressure hydrolysis process is necessary to convert the hard, fibrous proteins called keratin, which is the principal component of feathers and hog hair, into feather meal that contains amino acids.

Hydrolyzation of the feathers, prior to drying, breaks down the protein bonds in the raw material and makes the feather meal more digestible. Hydrolyzed feather meal is a good source of natural protein for most animal diets. It can be used to replace a significant portion of other protein sources in livestock and aquaculture diets.

### **Blood processing**

Blood contains 16-18 percent protein solids and dried blood meal is a valuable ingredient in feed for non-ruminant animals because it has a high lysine content. Blood meal is also used as a high-nitrogen fertilizer.

The blood is fed into a blood coagulator. The coagulated blood solids and water are separated in a decanter and the blood solids are dried in either a Continuous Cooker or a Batch Cooker.

This method is very energy efficient, as more than half of the water is removed mechanically before drying.

## Fish Processing

Although fish meal processing generally follows the same principles, the process requirements vary from one area to another and from one plant to another. Freshness of the catch, type of fish, requirements for meal and oil quality and environmental issues dictate the need for individual plant solutions. We offer a full delivery program to meet such challenges. Fish meal plants from Haarslev operate all over the world. Our product range goes from small land-based or ship-based units and up to the largest fish meal plants in the world. Our plants are known for maximum energy efficiency, reliability, safety, and compliance with local environmental standards.

High-grade fish meal sells at high market prices because this type of meal has shown significant advantages in aquaculture and animal breeding. This is difficult to replace with proteins of other origin. Haarslev develops special cooking and drying equipment, which limits the exposure of the fish to high temperatures. The result is a better preservation of essential amino acids, and that digestibility remains as high as possible. Our plant design focuses on optimum utilization of both raw materials and energy.

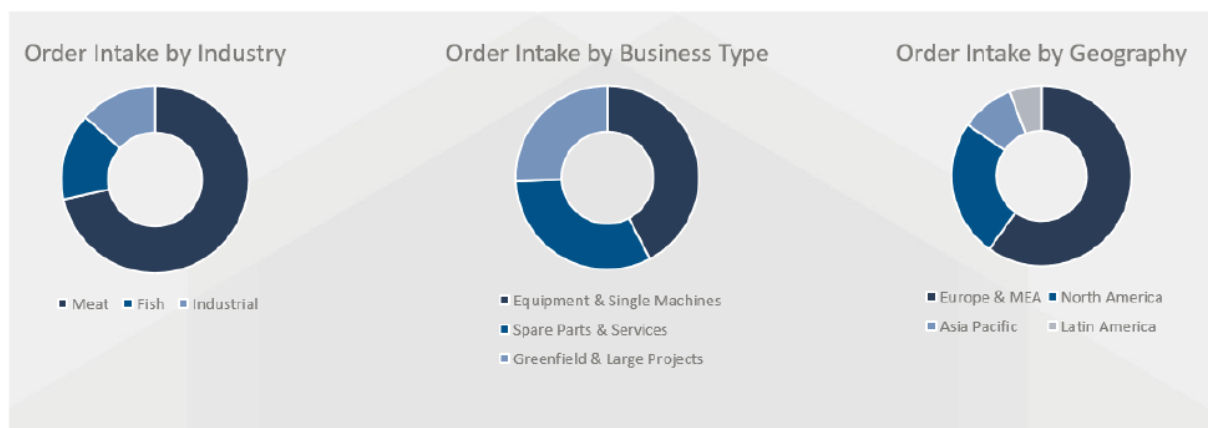
### Global Sales and Service network

Our physical presence across the globe offers customers a local level of first line of contact, providing a swift response and first-class service from our skilled employees. We are continuously evaluating our network to optimize our skills and service levels and strengthen our connection with customers.

### Revenue streams

Our main revenue drivers are turnkey projects, encompassing brownfields, greenfields, modernization, and maintenance as well as the production of modular, standardized equipment and processing lines. The standalone, modular portfolio is the building block for larger projects and the entry point for new customers. Our installed base is large and growing, effectively driving our resilient service and parts revenues.

### Order intake for FY 2022 for Haarslev Group



Haarslev industries A/S is owned by Haarslev Group A/S, which is owned by Haarslev Group Holding A/S (“Haarslev Group”). The order intake is recognized at the time of contract signing and receipt of downpayment from the customer.

### Revenue strategy

For the period 2021-2025 Haarslev Industries has set a target of annual increase in revenue through organic growth. Our growth plan involves capitalizing on strong innovation investments to drive expansion and market penetration. During 2022 we have increased focus on profit before growth, meaning that we do not enter into contracts with a contribution margin which do not comply with our budget target.

### Primary activities

Haarslev Group Holding A/S serves as holding company. Haarslev is a global provider of process solutions and equipment for the drying, dehydrating, and processing of fish-based and animal by-products and by-products from the brewing and distilling industries. The Group also offers its process solutions, drying and dehydrating equipment for the municipal and industrial environmental sectors.

### Development in activities and financial affairs

The outlook for 2022 was uncertain and was depending on different scenarios of the Covid-19 impact however, we expected the main markets to have a strong recovery. We have seen a strong recovery during the year in relation to Covid-19 however, another and unexpected event, the invasion of Ukraine, had a significant impact in 2022. The management decided in Q3 2022 to implement several initiatives to improve the execution in the whole value chain of our business. This is expected to give a good foundation for the year 2023.

On 24 February 2022, Russia started an invasion of Ukraine. We are deeply concerned by the situation taking place in Ukraine and our thoughts are with all the people who must live through this disaster.

We took immediate action to ensure the safety of all our employees in the region.

Furthermore, Haarslev decided to suspend the acceptance of new orders for projects in Russia and Belarus, and the company also engaged advisors to ensure compliance with sanction laws.

Haarslev has been and continues to be in compliance with all applicable sanction laws and is actively discussing the most appropriate path forward with our existing customers. We will continue to monitor the situation closely and take further appropriate actions if deemed necessary. We expect to fully close down our Russian office in 2023.

The negative financial impact from the invasion of Ukraine in 2022 is approx. DKK 90-110 mln of which DKK 60 mln are recognised as Special Items in the Annual report and the residual DKK 30-50 mln relates to increased raw material and component prices.

Haarslev has conducted a thorough evaluation of each of its contracts with customers in the Russian region to determine whether they should be continued or terminated. This has resulted in a write down of approx. DKK 60 mln of the balance sheet value regarding current contracts with customers in the Russian region.

These costs of DKK 60 mln are in the Annual report recognised as Special Items and thereby recognised in a separate line in the Income Statement. The amount consists of additional cost to exit the contracts as the customer, or our products are sanctioned. Moreover, the write down takes into account equipment which cannot be sold to other customers as the equipment is specialized.

The invasion of Ukraine also had indirect impacts on increased steel and component prices and logistic costs. This is estimated to have had a further negative impact on the result of approx. DKK 30-50 mln as the vast majority of our contracts with other non-Russian customers had been entered with a fixed sales price, entailing limited options for Haarslev to mitigate unexpected and abrupt price increases on raw materials and components

The negative financial impact on order intake and revenue from suspending acceptance of new orders for projects in Russia and Belarus was compensated by orders from other markets.

Though our operating margins were impacted by the invasion of Ukraine, we have been navigating relatively well through the challenges relating to material availability, substantial price increases in steel and logistics.

We join the calls for an end to this conflict and hope that peace, human rights, and the international rule of law will prevail.

Our focus has been on continued innovation, strengthening and scaling our operating model while ensuring customer deliveries.

The revenue increased by 0.3% to DKK 733.919k (2021: DKK 732.023k. The gross margin (including special and exceptional items) decreased from 15% in 2021 to 10% in 2022. Comparing 2022 results to the Outlook for 2022 revenue was approximately DKK 20 mln below expectations and results for the year were negative opposite to the expectations. Gross margin decreased, driven by the direct impact from the invasion of Ukraine on our Russian projects and also indirect impacts due to increased steel and components prices and logistic costs, which were not possible to pass on to our customers. Results for 2022 is by management considered acceptable taking the external challenges during the year into consideration.

After a very strong Order Intake (OI) in the first 7 month of 2022, the Group had a more normalized OI level in the last 5 months, driven by the invasion of Ukraine, and the related impact on customer demand due to

uncertainty, higher steel- and component prices and energy prices. The full year OI was still at a satisfactory level.

We are entering 2023 with a solid backlog and a positive momentum, especially in North America where investment appetite is clearly increasing and we have received several greenfield orders through 2022 and expect more to come in 2023. Overall, our pipeline is solid with a healthy distribution across segment and geographies.

#### EBITDA (Earnings Before Interest, Tax, Depreciation and Amortization)

Haarslev industries A/S is owned by Haarslev Group A/S, which is owned by Haarslev Group Holding A/S. The two holding companies have only the activity to be holding companies. In the following the EBITDA development in Haarslev Group Holding A/S as well as in Haarslev Industries A/S (excluding subsidiaries) is illustrated:

**For Haarslev Group Holding A/S** the normalized EBITDA (excluding special and exceptional items) has decreased by DKK 59.830k or 40% compared to 2021. The decrease is driven by the direct impact from the invasion of Ukraine on our Russian projects and also indirect impacts due to increased steel and components prices and logistic costs, which have not been able to pass on to customers. The increased steel- and component prices, negatively impacted the margins on projects sold at a fixed price.

#### Below is a specification of the development in EBITDA in Haarslev Group from 2021 to 2022

<b>DKK´000</b>	<b>2022</b>	<b>2021</b>
Profit before net financials cf. Income statement (including special and exceptional items)	- 42.743	90.180
Depreciation, amortisation, impairment losses and write-downs cf. Adjustment to cash flow statement	39.421	41.601
<b>EBITDA (including special and exceptional items)</b>	<b>- 3.322</b>	<b>131.781</b>
Special items (included in Annual Report)	- 60.355	
Exceptional items (included in Annual Report)	- 32.150	- 17.232
<b>Normalised EBITDA (excluding special and exceptional items)</b>	<b>89.183</b>	<b>149.013</b>

Special items (DKK 60.355k) comprise of write down of the balance sheet value regarding current contracts with customers in the Russian region.

Exceptional items (DKK 32.150k) comprise restructuring costs from several business units as well as IP protections.

**For Haarslev Industries A/S** the normalized EBITDA (excluding special and exceptional items) has decreased by DKK 50.368k to DKK -6.060k. The decrease is driven by the direct impact from the Ukraine situation on our Russian projects and also indirect impact due to increased steel and components prices and logistic costs, which have not been able to pass on to customers.

**Below is a specification of the development in EBTIDA from 2021 to 2022 for Haarslev Industries A/S (excluding subsidiaries)**

DKK'000	2022	2021
Loss before net financials cf. Income statement (including exceptional items)	- 84.265	31.146
Depreciation, amortisation, impairment losses and write-downs cf. Adjustment to cash flow statement	15.906	14.953
<b>EBITDA</b>	<b>- 68.359</b>	<b>46.099</b>
Special items (included in Annual Report)	- 59.524	
Exceptional items (included in Annual Report)	- 2.775	- 4.269
<b>Normalised EBITDA, (excluding special and exceptional items)</b>	<b>- 6.060</b>	<b>50.368</b>

The entity's income statement for 2022 shows a **loss** after tax of DKK 75.267k (2021: **profit** after tax DKK 33.575k).

The entity's balance sheet as of 31 December 2022 shows an equity of DKK 68.487k (2021: DKK 123.529k) and total assets of DKK 1.456.655k (2021: DKK 1.263.751k).

### Capital resources and funding

Total cash flow was **negative** by DKK 692K (2021: **positive** by 4.846k). Cash flow from operating activities was **negative** by DKK 57.388k (2021: **positive** by DKK 99.349k).

A new bank agreement covering the period to 30 June 2025 was signed in December 2022. As part of the agreement with the Group's lenders, the Group must comply with certain financial covenants. The outlook for 2023 is in compliance with the financial covenants based on the key assumptions that the Group will not experience any significant operational issues throughout 2023.

In April 2023, a Group contribution from the parent company Haarslev Group A/S of DKK 38 mln has been provided to strength the company's equity.

Based hereon and the budget for 2023, Group Management considers that the Group's capital resources and funding will be on an acceptable level throughout 2023.

### Uncertainty relating to recognition and measurement

In the opinion of Management, the following accounting estimates and assessments are significant in the preparation of the Consolidated Financial Statements:

Key accounting estimate	Note	Estimation risk
Work in progress (and thereby revenue and production costs)	18	Medium
Inventory (and thereby production costs)	17	Medium

### Outlook

The outlook for 2023 depends on several assumptions, especially the impact from the ongoing invasion of Ukraine. In general end-market food producers/renderers expect to be less affected by the invasion of Ukraine.

Due to our strong order backlog end of 2022, and the order intake in the first months of 2023 we are in line with budget end of first quarter 2023.

For 2023, we expect a revenue in the range of DKK 720-770mIn and a positive result before impact from the Ukraine situation.

### Risk Management

Because of its operations, investments, and financing, the entity is exposed to volatility in terms of raw material prices, exchange rates, and the level of interest. The risk of changes in raw material prices is to a degree contractually transferred to our customers. The Group does not enter financial instruments for hedging.

### Resources

The Group has considerable resources within its field of activity, which may be divided into four categories: Customers, Technology, Processes, and Staff relations.

### Customers

The entity aims at creating value for its customers by providing intelligent solutions, created in cooperation with the individual customer, meeting the customers' expectations through the delivery of customized, high quality products, delivered in accordance with terms of delivery, etc. The key performance indicators in this respect include customer satisfaction and customer loyalty. Follow-up is made regularly through close dialogue with customers.

### Technology

It is important for the entity - in both the short and long term - to ensure the right portfolio of production technologies and a continued further development of existing production technologies.

### Processes

The critical business processes relate to the development of individual solutions, quality, and service. In order to make sure that the customer receives the agreed service. The individual methods and procedures are documented. Compliance with time of delivery and the scope of warranty expenses are important indicators of the functionality of business processes. The Entity constantly makes great efforts to ensure that the goals set up for the business processes are complied with.

Furthermore, the Entity's internal development activities are constantly focused on improving products and processes, often in cooperation with the customer.

### Staff relations

In order to continuously be able to deliver and develop competitive products and solutions, it is crucial that the Entity is capable of recruiting and retaining highly qualified employees.

The number of employees has developed as follows:

Average number of employees for the entity was 334 (2021: 343). Total employees end of 2022 was 339, compared to 376 employees in the beginning of the year.

### Environmental performance

The Group embraces the global responsibility and wants to contribute to a better tomorrow. We continue to work on reducing the environmental impact from the Group's operation, the processes and products offered. To enable us to reduce the environmental impact even further, Haarslev continue data-gathering, started in 2021, in order to get a baseline of the CO2 footprint.

As a consequence of the Covid-19 pandemic, Haarslev gained new ways of working, especially more virtually. The impact on amount of work-related travel, with a significant decrease in flight travel is subject to continued consideration with the ambition to reduce the travel activity in general compared to the period prior to Covid-19.

In 2022 Haarslev has initiated the transition to non-fossil car fleet. In Denmark, all company cars were exchanged into purely electrical or hybrid cars.

The Group possesses all the relevant environmental approvals, and the Group's activities do not involve harmful or extraordinary impacts to the environment.

### Research and development activities

The Group is not engaged in research, but is developing its technologies, processes, and competencies on an ongoing basis. One part of the development is related to updating and improving existing technologies, both equipment and software solutions, while the other is related to the development of new equipment.

### Statutory report on corporate social responsibility, diversity and underrepresented gender

Haarslev has decided to publish the statutory CSR and Diversity statements on the Company's website, see the Danish Financial Statements Act, § 99a, §99b and § 99d. The CSR and Diversity statements are developed for Haarslev Industries A/S and subsidiaries. To read the statements please visit <http://www.haarslev.com/esg>.

In the beginning of 2022 Haarslev published its first annual ESG (Environmental, Social, Governance) report. This report is available at [www.haarslev.com](http://www.haarslev.com) and has been made in accordance with the "Responsible Investment and ownership policy" outlined by Altor. The report includes specific measurements and actions for each of the 3 areas outlined in ESG. The report also contains specific SDG (Sustainable Development Goals) that Haarslev actively will work on. Haarslev continues the releasing of annual ESG reports and expect the Annual ESG report 2022 released in April 2023.

### Corporate governance

The Board of Directors and Executive Board of Haarslev Group Holding A/S constantly seek to ensure that the management structure and control systems of the Group are appropriate and satisfactory.

On an ongoing basis, Management assesses whether this remains the case. The tasks and responsibilities of Management are, among others, based on the Danish Companies Act, the Danish Financial Statements Act, the Company's Articles of Association and generally accepted practice for enterprises of the same size and with the same international reach as Haarslev Group Holding. In this connection and because the Group's principal shareholder is Altor Fund III, who is a member of ACTIVE OWNERS DENMARK (previous Danish Venture Capital and Private Equity Association ([www.aktiveejere.dk](http://www.aktiveejere.dk))), the Haarslev Group complies with the guidelines for responsible ownership and corporate governance of Aktive Ejere (previous DVCA) including the codex for tax policy.

On this basis, Management has developed a number of internal procedures to ensure an active, secure and profitable management of the Group. This includes a further strengthening of the Finance function, an increased number of financial control reviews, controlling visits at subsidiaries and an updated "Code of Conduct" across the Group.

### Operational risk management

The main operational risks in the entity relates to the execution of large complex customer projects. The entity's extensive know-how and many years of experience within project management are the main

components in mitigating this risk. Bid reviews and project support from central knowledge centres are an integrated part of the project management process.

Additionally, several reporting procedures are set up in order to monitor project progress and to secure actions are taken if unforeseen issues arise during the project lifetime. The status on the largest projects is reported to the Board of Directors on a monthly basis.

In relation to the preparation of the financial statements, Management has a particular focus on the control procedures in relation to the following items:

- Revenue recognition of large projects
- Valuation of work in progress

The formal monthly reporting procedures, as well as review meetings are set up to mitigate risks related to these items.

### Shareholder relations

On an ongoing basis, the Board of Directors assesses whether the Company's capital structure is in accordance with the Company's and its stakeholders' interests. The overall objective is to ensure a capital structure that supports long-term, profitable growth.

The Company's Articles of Association stipulate no limits of ownership or voting rights. If an offer is received for an acquisition of Company shares, the Board of Directors will consider this in accordance with the law.

The Haarslev Group's principal shareholder is Altor Fund III who possesses approx. 76% of the Company's shares. Group Management holds a minority share of approx. 2% of the Company's shares.

By the year end of 2022 Haarslev Group Holding A/S owns none of its own shares. The Company will from time to time hold limited part of own shares, when changes in Group Management take place.

### Board of Directors

#### **Jørn Mørkeberg Nielsen (chairman)**

Elected by the General Assembly. Member of the Board of Directors in 2020.

Chairman of the Board of Haarslev Group Holding A/S and Haarslev Group A/S. Chairman of the Board of MULTI-WING GROUP A/S, Member of the Board of Skiold A/S, Member of the Board of Skiold Group A/S, Member of the Board of Viet-Jacobsen Fonden, chairman of the board of MWG HoldCo ApS

#### **David Hess**

Elected by the General Assembly. Member of the Board of Directors in 2020.

Member of the Board of Haarslev Group Holding A/S, Haarslev Group A/S

#### **Paal Kristian Weberg**

Elected by the General Assembly. Member of the Board of Directors in 2019.

Member of the Board of KonfiDents Altordent Holding AB, Haarslev Group A/S, Haarslev Group Holding A/S.

#### **Torben Axelsen**

Elected by the General Assembly. Member of the Board of Directors in 2020.

Member of the Board of Haarslev Group A/S, Haarslev Group Holding A/S, chairman of the board of NORDKABEL

### Responsibilities of the Board of Directors

The Board of Directors as a whole has monitored the preparation of the financial reporting, the internal controls, and the audit of the financial statements.

The Board of Directors ensures that the Executive Board complies with the objectives, strategies, and procedures laid down by the Board of Directors. The reporting from the Executive Boards of the respective companies takes place systematically, both at meetings and through written and verbal reporting on an ongoing basis.

Among other things, this reporting includes a description of the development in key markets, as well as the entity's operational and financial development. The Board of Directors holds meetings according to a fixed plan, with at least five meetings a year and extraordinary meetings, if required.

### Management remuneration

In order to attract and retain the entity's management competencies, remuneration of the members of the Executive Board and executives is determined considering their responsibilities, value creation, and the conditions of comparable enterprises. The remuneration includes performance-related elements aimed at aligning interests between Company management and the shareholders, as the schemes consider both short-term and long-term goals.

Such performance-related elements include cash bonuses as well as a warrant program for selected key executives responsible for the day-to-day management.

### Dividend policy

Payment of dividend takes place in due consideration of the necessary consolidation of equity as a basis for the entity's continued expansion. Dividend is proposed for 2022 amounts to DKK 30.000k. (2021; DKK 24.000k).

### Stakeholders

The entity constantly seeks to develop and maintain good relations with its stakeholders, as such relations are assessed to be of significant and positive importance to the entity's development. On this basis, Haarslev Group Holding is pursuing an active communication with its stakeholders and, moreover, has separate policies for various key areas such as staff, environmental factors and responsibility towards customers and society at large. These policies are to ensure that information of importance to, among others, investors, employees, and authorities is provided and published in accordance with rules and agreements.

Part of the work of the Board of Directors is to ensure both compliance with and regular adaptation of the guidelines in accordance with the development in and around the entity.

### Events after the balance sheet date

No events have occurred after the balance sheet date to this date, which would influence the evaluation of this annual report.

## Financial highlights

Figures in DKK '000	IFRS 2022	IFRS 2021	IFRS 2020	DK GAAP 2019	DK GAAP 2018
<i>Profit/loss</i>					
Revenue	733.919	732.023	758.327	698.108	681.251
Gross profit	70.495	111.263	91.572	35.924	40.443
Profit/loss before net financials, tax, discontinued activities and special items	-24.741	31.146	10.928	-42.699	-72.293
Special items	-59.524				
Total net financials	-25.718	-20.049	-43.492	-4.756	-35.248
Discontinued activities	0	0	-11.161	970	0
Profit/loss for the year	-75.267	33.575	-52.891	-42.805	-94.024
Total comprehensive income	-58.948	55.748	-64.708		
<i>Balance</i>					
Total assets	1.456.655	1.263.751	1.198.986	1.308.137	1.033.928
Investments during the year in property, plant and equipment	20.799	4.919	4.919	2.535	20.497
Equity	68.487	123.529	86.781	132.472	183.921
<i>Cashflow</i>					
Net cash flow:					
Operating activities	-57.388	99.349	-64.637		
Investing activities	103.501	-10.494	-98.446		
Financial activities	-46.805	-84.007	155.136		
Cashflow for the year	-692	4.848	-7.947		
Employee	334	343	394	396	421
<b>Ratios</b>					
<i>Profitability</i>					
Return on equity	-78%	32%	-42%	-27%	-52%
Gross Margin	10%	15%	12%	5%	6%
<i>Equity ratio</i>					
Equity ratio	5%	10%	7%	10%	18%
Equity and subordinated loan ratio	13%	18%	16%	19%	18%
Return of equity:	$\frac{\text{Profit/loss for the year} \times 100}{\text{Average equity}}$				
Gross margin:	$\frac{\text{Profit/loss before net financials and discontinued activities} \times 100}{\text{Revenue}}$				
Equity interest:	$\frac{\text{Equity, end of year} \times 100}{\text{Total assets}}$				
Equity and shareholder loan ratio:	$\frac{(\text{Equity, end of year} + \text{subordinated loan}) \times 100}{\text{Total assets}}$				

2020-2022 are according to IFRS principles. 2018-2019 are according to Danish Financial Statement Act (DK GAAP)

## Separate statement of comprehensive income

Notes

	<i>Figures in DKK '000</i>	2022	2021
5	<b>Revenue</b>	<b>733.919</b>	<b>732.023</b>
	Production costs	-663.424	-620.760
	<b>Gross profit</b>	<b>70.495</b>	<b>111.263</b>
	Distribution costs	-31.940	-24.148
	Administration costs	-63.296	-55.969
	<b>Profit/loss before net financials, before special items</b>	<b>-24.741</b>	<b>31.146</b>
10	Special items	-59.524	
	<b>Profit/loss before net financials, after special items</b>	<b>-84.265</b>	<b>31.146</b>
16	Result from equity investments in Group enterprises	39.857	30.491
14	Result from equity investments in associates	0	-482
8	Financial income	24.500	15.039
8	Financial expenses	-50.218	-35.089
	<b>Profit/loss before tax</b>	<b>-70.126</b>	<b>41.106</b>
9	Tax on profit or loss for the year	-5.140	-7.530
	<b>Profit/loss for the year</b>	<b>-75.267</b>	<b>33.575</b>
	<b>Other comprehensive income</b>		
	Exchange rate adjustments of investments in Group enterprises	16.319	22.173
	<b>Other comprehensive income, net of tax</b>	<b>16.319</b>	<b>22.173</b>
	<b>Total comprehensive income</b>	<b>-58.948</b>	<b>55.748</b>

## Balance sheet 31 December

<b>ASSETS</b>			
Notes	<i>Figures in DKK '000</i>	2022	2021
	Software	7.848	738
	Development projects in progress	6.954	5.307
	Knowhow	34.184	12.596
11	<b>Total intangible assets</b>	<b>48.986</b>	<b>18.642</b>
13	Leases	4.528	5.056
	Land and buildings	33.195	32.230
	Machinery and equipment	8.084	6.469
	Other fixtures and fittings, tools and equipment	12.968	12.318
	Property, plant and equipment under construction	273	-
12	<b>Total tangible assets</b>	<b>59.049</b>	<b>56.073</b>
16	Equity investments in Group enterprises	423.061	437.681
20	Receivables from Group enterprises	402.680	394.189
14	Equity investments in associates	-	16.010
20	Other receivables	1.270	1.330
21	Deferred tax asset	2.746	2.746
	<b>Total investments</b>	<b>829.756</b>	<b>851.957</b>
	<b>Total non-current assets</b>	<b>937.791</b>	<b>926.672</b>
	Raw materials and consumables	91.817	57.743
	Product in progress	36.487	35.028
	Manufactured goods and goods for resale	64.019	35.155
17	<b>Total inventories</b>	<b>192.324</b>	<b>127.926</b>
18	Work in progress for third parties	125.486	93.536
19	Trade receivables	63.530	46.073
20	Trade receivable from Group enterprises	89.857	43.287
20	Other receivables	4.584	4.722
	Prepayments	29.604	7.364
	<b>Total receivables</b>	<b>313.060</b>	<b>194.982</b>
	<b>Cash</b>	<b>13.480</b>	<b>14.172</b>
	<b>Total current assets</b>	<b>518.864</b>	<b>337.079</b>
	<b>Total assets</b>	<b>1.456.655</b>	<b>1.263.751</b>

## Balance sheet 31 December (continued)

<b>EQUITY AND LIABILITIES</b>			
Notes	<i>Figures in DKK '000</i>	2022	2021
22	Share capital	500	500
	Retained earnings	37.987	99.029
	Proposed dividend	30.000	24.000
	<b>Total equity</b>	<b>68.487</b>	<b>123.529</b>
	Payables to other credit institutions	3.152	3.099
	Subordinated loan from Group enterprises	114.541	110.051
	Leases	3.019	4.377
	Other payables	31.778	19.194
24	<b>Total non-current liabilities</b>	<b>152.490</b>	<b>136.721</b>
24	Leases	2.502	1.925
24	Payables to other credit institutions	297.643	276.915
18	Prepayment received from work in progress for third parties	141.658	51.007
	Prepayments received from customers	13.634	17.091
	Trade payables	175.885	128.592
	Tax payables	3.350	2.699
	Payables to Group enterprises	470.221	452.306
23	Other provisions	82.891	14.461
	Other payables	47.895	58.506
	<b>Total current liabilities</b>	<b>1.235.678</b>	<b>1.003.501</b>
	<b>Total payables</b>	<b>1.388.168</b>	<b>1.140.222</b>
	<b>Total equity and liabilities</b>	<b>1.456.655</b>	<b>1.263.751</b>
25	Financial instruments		
26	Contingent liabilities		
27	Securities		
28	Related parties		

## Separate cash flow statement

Note	<i>Figures in DKK '000</i>	2022	2021
	<b>Net profit/loss for the year</b>	<b>-75.267</b>	<b>33.575</b>
29	Adjustments	20.932	26.461
	Change in working capital		
	Inventories	-96.348	22.092
	Receivables and payable from related parties	-28.655	42.949
	Receivables	-17.318	-10.633
	Trade payables	47.293	6.985
	Other receivable relating to operating activities	-22.180	2.850
	Other payables relating to operating activities	145.012	208
	Discontinued activities	0	13.121
	<b>Cash flows from operating activities before net financials</b>	<b>-26.530</b>	<b>124.486</b>
	Interest income and similar income received	24.500	15.039
	Interest expenses and similar expenses paid	-50.218	-35.089
	Income tax paid	-5.140	-5.088
	<b>Cash flows from operating activities</b>	<b>-57.388</b>	<b>99.349</b>
	Purchase of intangible assets	-10.965	-9.900
	Sale of intangible assets	0	3.934
	Purchase of property, plant, and equipment	-19.051	-3.478
	Sale of property, plant, and equipment	9.057	525
	Capital reduction of equity in associate		-991
	Dividend received	93.461	
	Equity investments in Group enterprises	30.998	
	Change in payable to associate	0	-584
	<b>Cash flows from investing activities</b>	<b>103.501</b>	<b>-10.494</b>
	Dividend paid	-24.000	-19.000
	Receivables from related parties	-4.001	-54.358
	Payment to credit institutions	-26.240	-7.682
	Other payable	12.233	-376
	Payment of lease commitments	-4.797	-2.591
	<b>Cash flows from financing activities</b>	<b>-46.805</b>	<b>-84.007</b>
	<b>Total cash flows for the year</b>	<b>-692</b>	<b>4.848</b>
	Cash beginning of year	14.172	9.326
	<b>Total cash</b>	<b>13.480</b>	<b>14.172</b>

## Statement of changes in Equity

<i>Figures in DKK '000</i>	Share capital	Reserve for exchange rate adjustments	Retained earnings	Proposed dividend	Total Equity
Statement of changes in equity for 01.01.2021 - 31.12.2021					
Balance as of 01.01.2021	500	-11.801	79.082	19.000	86.781
Net profit/loss for the year			9.575	24.000	33.575
<i>Other comprehensive income</i>					
Foreign currency translation adjustment of foreign enterprises		22.173			22.173
<i>Total other comprehensive income</i>		<i>22.173</i>			<i>22.173</i>
<i>Total comprehensive income</i>		<i>22.173</i>	<i>9.575</i>	<i>24.000</i>	<i>55.748</i>
Dividend paid				-19.000	-19.000
<i>Transactions with owners</i>				<i>-19.000</i>	<i>-19.000</i>
Balance as of 31.12.2021	500	10.372	88.657	24.000	123.529
Statement of changes in equity for 01.01.2022 - 31.12.2022					
Balance as of 01.01.2022	500	10.372	88.657	24.000	123.529
IFRS adjustment to prior year					
			24.712		24.712
Adjusted balance as of 01.01.2022	500	10.372	113.369	24.000	148.241
Net profit/loss for the year			-104.875	30.000	-74.875
<i>Other comprehensive income</i>					
Foreign currency translation adjustment of foreign enterprises		16.319			16.319
<i>Total other comprehensive income</i>		<i>16.319</i>			<i>16.319</i>
<i>Total comprehensive income</i>		<i>16.319</i>	<i>-104.875</i>	<i>30.000</i>	<i>-58.556</i>
Dividend paid				-24.000	-24.000
Equity contribution from Group			2.802		2.802
<i>Transactions with owners</i>			<i>2.802</i>	<i>-24.000</i>	<i>-21.198</i>
Balance as of 31.12.2022	500	26.691	11.296	30.000	68.487

## Overview of notes and accounting policies

### 1 Introduction

#### Reporting entity

Haarslev Industries A/S is the reporting entity. Haarslev Industries A/S is a limited liability Company incorporated in Denmark. Referring to 109(3) of the financial statement Act, no consolidated financial statements have been prepared. Haarslev Industries A/S is included in the consolidated numbers of Haarslev Group Holding A/S, CVR.no. 33 96 93 76, with registered office in Nordfyns kommune.

On 25 April 2023, the Board of Directors and the Executive Management Board considered and approved the 2021 Financial Statements of Haarslev Industries A/S. The Financial Statements will be presented to the shareholders of Haarslev Industries A/S for approval at the ordinary Annual General Meeting on 25 April 2023.

#### The principal accounting policies

The principal accounting policies applied in the preparation are set out in the sections below. The principal accounting policies applied in the preparation of the Financial Statements of the Company have been consistently applied to all the years presented, unless otherwise stated.

The Company's financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as adopted by the EU and additional Danish disclosure requirements for the financial statements of reporting class C large, cf. the Danish Executive Order on Adoption of IFRSs ("IFRS bekendtgørelsen") issued in accordance with the Danish Financial Statements Act ("DFSA").

The notes and accounting policy sections are divided into areas that describe the various aspects of the accounts. The notes also include the accounting policy, estimates and uncertainties and figures.

#### IFRS adjustment to prior year

Beginning in 2021, Haarslev began preparing its separate financial statements in accordance with the International Financial Reporting Standards (IFRS) as approved by the EU and further requirements in the Danish Financial Statements Act. The transition date to IFRS was 1 January 2020 for application of the standards that apply to 2021. In accordance with IFRS, comparative figures are restated so that the financial statements are in compliance with the IFRS. Changes in the accounting policy for, had an impact for subsidiaries equity method, and has changed the beginning equity in 2022 with the amount of kDKK 24,712.

## 2 Measurement basis

The Company's Financial Statements are prepared according to the historical cost convention except that derivatives and financial instruments classified as "Fair value through profit loss" (FVTPL) are measured at fair value. Assets classified as held for sale are measured at the lower of the carrying amount before the changed presentation and the fair value less costs to sell. The accounting policies, set out below and in the notes, have been used consistently in respect of the financial year and to comparative figures.

The Financial Statements are presented in Danish Kroner (DKK) which is the Company's functional currency.

### Application of materiality and relevance

The Financial Statements are based on the concept of materiality and relevance to ensure that the content is material and relevant to the user. When assessing materiality and relevance, due consideration is given to ensure compliance with applicable accounting legislation etc. and to ensure that the Financial Statements give a true and fair view of the Company's financial position at the balance sheet date.

The Financial Statements consist of many transactions. These transactions are aggregated into classes according to their nature or function and presented in classes of similar items in the Financial Statements and in the notes as required by IFRS. If items are individually immaterial, they are aggregated with other items of similar nature in the statements or in the notes.

Management provides specific disclosures required by IFRS unless the information is not applicable or is considered immaterial to the decision making of the primary users of these financial statements.

### Significant accounting policies

Management considers the accounting policies for the following areas as the most important for the Company:

- Revenue
- Work in Progress
- Inventory

### Significant estimates

In the preparation of the Financial Statements, Management undertakes several accounting estimates and assessments and makes assumptions which provide the basis for recognition and measurement of the assets, liabilities, revenues and expenses of the Company. The key accounting estimates identified are those that have a significant risk of resulting in a material adjustment to the measurement of assets and liabilities in the following reporting period. These estimates assessments, and assumptions are based on historical experience and other factors which the Management considers reasonable under the circumstances, but which by their nature are uncertain and unpredictable. The assumptions may be incomplete or inaccurate and unanticipated events or circumstances may occur, for which reason the actual results may deviate from the applied estimates, assessments, and assumptions. In addition, the Company is subject to risks and uncertainties that may cause actual outcomes to deviate from these estimates. Management considers the key accounting estimates to be reasonable and appropriate based on currently available information. The actual amounts may differ from the amounts estimated as more detailed information becomes available.

The estimates and underlying assumptions are reviewed on an ongoing basis. If necessary, changes are recognised in the period in which the estimate is revised.

In the opinion of Management, the following accounting estimates and assessments are significant in the preparation of the Financial Statements:

Key accounting estimate	Note	Estimation risk
Work in progress (and thereby revenue and production costs)	18	Medium
Inventory (and thereby production costs)	17	Medium

### 3 Translation of foreign currencies

#### Functional and presentation currency

Items included in the Financial Statements of each of the Group's enterprises are measured using the functional currency of the primary economic environment in which the enterprise operates. The Financial Statements are presented in Danish Kroner (DKK).

The currency exchange rates that were used in preparing the Financial Statements are listed below for the most relevant currencies.

	2022		2021	
	Year end rate	Average rate	Year end rate	Average rate
DKK	1	1	1	1
EUR	7.4396	7.4365	7.4368	7.4372
USD	7.0996	7.0232	6.2953	6.1936
CNY	1.0522	1.0068	0.9777	0.9574
BRL	1.3796	1.3389	1.1661	1.1505

#### Translation of transactions and balances

On initial recognition, foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the date of transaction. Currency gains and losses resulting from the settlement of these transactions as well as from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Income statement as Financial income or expenses.

Non-current assets acquired in foreign currency are translated at the exchange rate prevailing at the date of acquisition. Gains and losses on hedges relating to the acquisition of non-current assets are recognised as part of the value of the non-current asset at its initial recognition.

#### Translation of subsidiaries

In the Financial Statements, the Income statement items of subsidiaries with a functional currency different from DKK are translated at the average exchange rate, calculated on an average for each month, while the balance sheet items are translated at the exchange rates at the end of the reporting period. Foreign exchange differences arising on translation of such subsidiaries' equity at the beginning of the reporting period to the exchange rates at the end of the reporting period and on translation of the Income statements from average exchange rates to the exchange rates at the end of the reporting period are recognised in Other Comprehensive Income and attributed to a separate translation reserve under equity.

When disposing of 100%-owned foreign enterprises, exchange differences which have accumulated in Equity via Other Comprehensive Income, and which are attributable to the enterprise, are transferred from Other Comprehensive Income to the Income statement together with any gains or losses associated with the disposal.

## 4 Accounting policy IFRS

### New International Financial Reporting Standards and Interpretations

Management has assessed the impact of new or amended and revised accounting standards (IFRSs) and interpretations (IFRICs) issued by the IASB and IFRSs endorsed by the European Union effective on or after 1 January 2022.

The Company has adopted standards and interpretations effective as of 31 December 2022. The Company has not early adopted any standards, interpretations or amendments that have been issued but are not yet effective. The new and amended Standards and Interpretations are not mandatory for the financial reporting for 2021.

The Company expects to adopt the new Standards and Interpretations when they become mandatory. None of the existing new standards and interpretations are expected to have a significant impact on recognition and measurement.

### Presentation of the Statement of Income

Haarslev Industries A/S presents expenses in the Statement of Income in accordance with their function. This allows the presentation of gross profit in the Statement of Income, which is a widely used performance measure in the industry. The composition of the costs allocated to the individual functions is explained as follows:

- Production costs encompasses all manufacturing costs (including raw materials, employee benefits, and depreciation and amortization) related to goods and services captured in revenues. They are measured at their actual cost based on “first in, first out” or weighted average cost;
- Selling and marketing expenses relate to the selling and marketing of goods and services.
- Administrative expenses relate to the strategic and governance role of the general management of the Company as well as the representation of Haarslev as a whole in the financial, political or business community. General and administrative expenses also relate to business support activities of staff departments that are not directly related to the other functional areas.

## 5 Revenue

Haarslev reports its revenue on the following parameters:

- Activities (Capital Sales or Global Services)
- Industries (Fish, Meat, Industrial)
- Geography

### Activities

Our revenue comprises of two activities, Capital sales and global services. In the following table revenue is disaggregated by capital sales (comprised of revenue from greenfield and large projects, standard equipment, and modernization equipment) and global service (comprised of maintenance, service, and spare parts).

<i>Figures in DKK '000</i>	2022	2021
Revenue comprises of the following activities:		
Capital sales	536.645	567.577
Global service	197.273	164.446
<b>Total</b>	<b>733.919</b>	<b>732.023</b>

Capital sales revenue consist of DKK 371.390k (2021: 415.021k) recognized over time and DKK 165.255k (2021: 152.556k) of revenue is recognized at a point in time. All Global service revenue is recognized at a point in time.

### Industries

The following summary describes the operations in each of the Companies areas:

- Industrial rendering
- Meat rendering
- Fish processing

<i>Figures in DKK '000</i>	2022	2021
Revenue comprises of the following areas:		
Industrial	96.936	68.091
Meat	488.409	296.602
Fish	148.573	367.330
<b>Total</b>	<b>733.919</b>	<b>732.023</b>

With deeply rooted industry expertise across all three segments, our team of industry professionals are able to anticipate market developments and changes in the industry, allowing us to adjust our business accordingly and serve our customers to the highest standard.

In all industry areas, our offerings cover the full product life cycle – from design & manufacturing to service & installation and, ultimately, de-commissioning of the solutions.

### Industrial

Conversion of industrial bi-products such as industrial and municipal sludge into biofuels, fertilizer and other purposeful elements.

## Meat

For Meat rendering, we offer processing of meat, bones, and offal.

The poultry rendering industry has its own specific needs and requirements when it comes to the processing of meat, bones, offal, feathers, and blood.

Haarslev designs, develops, and supplies both processes and equipment that help our customers face their challenges. Our solutions focus on efficient utilization of raw materials and energy, as well as on product quality, regulatory conformance, and environmental impact.

### Feather processing

Feather meal is made from poultry feathers by hydrolyzing under elevated heat and pressure and then drying and grinding. The pressure hydrolysis process is necessary to convert the hard, fibrous proteins called keratin, which is the principal component of feathers and hog hair, into feather meal that contains amino acids.

Hydrolyzation of the feathers, prior to drying, breaks down the protein bonds in the raw material and makes the feather meal more digestible. Hydrolyzed feather meal is a good source of natural protein for most animal diets. It can be used to replace a significant portion of other protein sources in livestock and aquaculture diets.

### Blood processing

Blood contains 16-18 percent protein solids and dried blood meal is a valuable ingredient in feed for non-ruminant animals because it has a high lysine content. Blood meal is also used as a high-nitrogen fertilizer.

The blood is fed into a blood coagulator. The coagulated blood solids and water are separated in a decanter and the blood solids are dried in either a Continuous Cooker or a Batch Cooker.

This method is very energy efficient, as more than half of the water is removed mechanically before drying.

## Fish Processing

Although fish meal processing generally follows the same principles, the process requirements vary from one area to another and from one plant to another. Freshness of the catch, type of fish, requirements for meal and oil quality and environmental issues dictate the need for individual plant solutions. We offer a full delivery program to meet such challenges. Fish meal plants from Haarslev operate all over the world. Our product range goes from small land-based or ship-based units and up to the largest fish meal plants in the world. Our plants are known for maximum energy efficiency, reliability, safety, and compliance with local environmental standards.

High-grade fish meal sells at high market prices because this type of meal has shown significant advantages in aquaculture and animal breeding. This is difficult to replace with proteins of other origin. Haarslev develops special cooking and drying equipment, which limits the exposure of the fish to high temperatures. The result is a better preservation of essential amino acids, and that digestibility remains as high as possible. Our plant design focuses on optimum utilization of both raw materials and energy.

In all industry segments, our offerings cover the full product life cycle – from design & manufacturing to service & installation and, ultimately, de-commissioning of the solutions.

## Geographical areas

In the following table, revenue is disaggregated by primary geographical markets. Revenue is allocated based on the country where the customer is located:

<i>Figures in DKK '000</i>	2022	2021
Revenue comprises of the following geographical markets:		
Revenue, Denmark	99.924	146.987
Revenue, other EU countries	287.932	372.932
Revenue, non-EU countries	346.063	212.104
<b>Total</b>	<b>733.919</b>	<b>732.023</b>

Revenue can be split into three large geographical areas, Denmark, other EU countries and non-EU countries.

## Accounting policies

The Group recognises revenue from the following major sources:

### Capital Sales

- sale of specialised manufactured machines
- installation of manufactured machines for specialised business machines
- sales-related warranties associated with sale of manufactured goods
- sale of standard machines

### Global Services

- maintenance and spare parts

Revenue is recognised based on the considerations specified in contracts with customers based on the five-step process as described in IFRS 15. Revenue is recognised, when or as control over distinct goods or services is transferred to the customer, i.e. when the customer is able to direct the use of the transferred goods or services and obtains substantially all of the remaining benefits, provided a contract with enforceable rights and obligations exists and amongst others collectability of consideration is probable taking into account our customer's creditworthiness. Revenue is the transaction price Haarslev expects to be entitled to.

### Capital Sales

#### ***Sale of specialised manufactured machines***

The Group constructs and sells **specialised (to customer's needs)** manufactured machines under long-term contracts with customers. Under the terms of the contracts, the Group is **contractually restricted from redirecting the properties (machines) to another customer and has an enforceable right to payment for work done**. Therefore, the specialised machines in its complete state will have no alternative use to Haarslev as Haarslev will incur significant costs to rework the design and function of the specialised machine to direct to another customer. Revenue from sale of specialised manufactured machines is therefore recognised over time on a cost-to-cost method, i.e. based on the proportion of contract costs incurred for work performed to date relative to the estimated total contract costs. An expected loss on the contract is recognized as an expense immediately. The management consider that this input method is an appropriate measure of the progress towards complete satisfaction of these performance obligations.

The Group becomes entitled to invoice customers for sale of specialised manufactured machines based on achieving a series of performance-related milestones, among others the time of delivery and the time of finalising installation. The Group will previously have recognised a contract asset for any work performed "Work In Progress" (WIP) recognised at sales price. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point at which it is invoiced to the customer. If the milestone payment exceeds the revenue recognised to date under the cost-to-cost method, then the Group recognises a contract liability for the difference "Prepayment from customers". There is not considered to be a significant financing component in sale of specialised manufactured machines as the period between the recognition of revenue under the cost-to-cost method and the milestone payment is normally less than one year.

***Installation of manufactured machines for specialised business machines***

Haarslev can sell manufactured machines for specialised business operations with or without installation.

The delivery of machines and installation are seen as two separate performance obligations – even that the two services can be sold at the same time. This is due to:

- Haarslev identifies two deliverables in the customer contract: (a) machines and (b) installation.
- The promise to transfer machines and service to the customer is separately identifiable.
- The installation service is routinely performed by other providers and does not significantly modify the machines
- Machines are often sold at a fix price whereas the installation is sold on time & material.
- Installation services are recognised as a performance obligation satisfied over time.

Revenue is recognised for these installation services based on the stage of completion of the contract. The management have assessed that the stage of completion determined as the proportion of the total cost expected to install that has elapsed at the end of the reporting period is an appropriate measure of progress towards complete satisfaction of these performance obligations. Payment for installation is not due from the customer until the installation services are complete. Therefore, a contract asset “Work In Progress” (WIP) is recognised (at sales price) over the period in which the installation services are performed representing the entity’s right to consideration for the services performed to date.

***Sales-related warranties associated with sale of manufactured goods***

**Sales-related warranties** associated with sale of manufactured goods cannot be purchased separately and they serve as an assurance that the products sold comply with agreed-upon specifications. Accordingly, the Group accounts for warranties in accordance with IAS 37 (refer to note 18).

***Sale of standard machines***

For **sale of standard machines**, revenue is recognised when control of the goods has transferred, being when the goods have been shipped to the customer’s specific location (delivery). The standard machines have an alternative use for Haarslev and the contract does not preclude Haarslev from directing the completed standard machine to another customer. Standard Machines in progress are recognised as part of inventory until delivery. A receivable is recognised by the Company when the goods are delivered to the customer, as only the passage of time is required before payment is due.

***Global Services******Maintenance and spare parts***

**Maintenance relating to sale of manufactured machines** is not included in the transaction price for the sale of manufactured goods. The maintenance service is considered to be a distinct service as it is both regularly supplied by the Company to other customers on a stand-alone basis and is available for customers from other providers in the market. Revenue relating to the maintenance services is recognised at the time of invoicing.

**For spare parts**, revenue is recognised when control of the spare parts has transferred, being when the spare parts have been shipped to the customer’s specific location (delivery). Delivery occurs when the spare parts have been shipped to the customer’s specific location. A receivable is recognised by the Company when the spare parts are delivered to the customer, as only the passage of time is required before payment is due.

## Accounting estimates

Sales of goods In Haarslev's business model, relate to sales of standard equipment and sales of complete solutions or systems (*Sale of specialised manufactured machines*). Standard equipment requires no or minor modifications as requested by customers. Sales of complete solutions or systems (*Sale of specialised manufactured machines*) require significant modifications either requested by the customer or required to fulfil the customer's needs.

The Company uses the **percentage-of-completion method in accounting for its revenues for complete solutions or systems**. The percentage-of-completion method places considerable importance on accurate estimates of the extent of progress towards completion and may involve estimates on the scope of deliveries and services required for fulfilling the contractually defined obligations. These estimates include total estimated costs, total estimated revenues, contract risks, including technical, political, and regulatory risks, and other judgments. Under the percentage-of-completion method, changes in estimates may lead to an increase or decrease of revenue.

## 6 Cost

### Accounting policies

#### Production cost

Production costs comprise expenses incurred to earn revenue for the financial year. Production costs comprise direct and indirect costs for raw materials and consumables, wages and salaries, rent and lease, amortization, depreciation, and impairment losses relating to intangible assets and property, plant and equipment included in the production process. Production costs includes ordinary write-down of inventories. Furthermore, provisions for losses on contract work are recognized.

Productions costs also include **research and development** costs that do not qualify for capitalization as well as amortization of capitalized development costs. Costs related to research and development are DKK 7.609k (2021: DKK 2.478k ). Research and development comprise direct costs, payroll costs and depreciations and impairments that, directly or indirectly, can be attributed to the Group's development activities. Capitalisation of product development costs will only take place if the criteria are met. Development projects that are clearly defined and identified and where the technical utilisation, sufficient resources and a potential market or development opportunities can be documented, and where the Group intends to manufacture, market or use the product commercially, are recognised under intangible assets. Normally, these criteria are met late in the development phase. Product development costs that meet the criteria for recognition in the balance sheet are measured at cost, incl. indirectly incurred costs. Product development costs that do not meet the criteria for capitalisation in the balance sheet and research costs are recognised in the income statement on an ongoing basis.

#### Sales and Distribution costs

Distribution costs comprise costs incurred for sale and distribution, including wages and salaries for sales staff, advertising costs, travelling and entertainment expenses, etc. as well as amortization, depreciation, and impairment losses relating to intangible assets and property, plant and equipment attached to the distribution process.

#### Administrative costs

Administrative costs comprise expenses incurred for the administrative functions, including wages and salaries for administrative staff and Management, stationery, and office supplies as well as amortization, depreciation and impairment losses relating to intangible assets and property, plant and equipment used for administration.

## 7 Employee benefits

Figures in '000 DKK

Personnel costs - type	2022	2021
Wages and Salaries	195.459	193.703
Pensions	15.482	15.465
Other personnel costs	9.832	7.213
<b>Total</b>	<b>220.773</b>	<b>216.381</b>

Personnel costs - function

Production costs	177.445	175.907
Distribution costs	30.347	26.183
Administrative costs	12.982	14.290
<b>Total</b>	<b>220.773</b>	<b>216.380</b>

Average number of employees during the year	334	343
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<i>Salaries, Board of Executives</i>	3.786	4.028
<i>Remuneration for the Board of Directors</i>	163	200
Remuneration for the Executive Board and Board of Directors	3.949	4.228

Key management personnel

Wages and Salaries	3.296	4.651
Pensions	189	261
Severance pay	1.369	
Other personnel costs	243	290
<i>Total remuneration for key management personnel</i>	5.097	5.202

Group Management (average 4 persons (2021: 4)) is considered to be key management personnel.

### Accounting policies

The employee benefit expenses relate to employees who are employed at Haarslev Industries A/S, both with permanent and temporary contracts.

Wages, salaries, social security contributions, annual leave and sick leave, bonuses and non-monetary benefits are recognised in the year which the associated services are rendered by employee of Haarslev. Where Haarslev provides long-term employee benefits, the costs are accrued to match the rendering of the services by the employee concerned.

## 8 Net finance cost

### Financial income

<i>Figures in DKK '000</i>	2022	2021
Interest, Group enterprises	11.286	8.464
Interest bank and others	161	1
Other financial income	13.053	6.574
<b>Total</b>	<b>24.500</b>	<b>15.039</b>

### Financial expenses

<i>Figures in DKK '000</i>	2022	2021
Interest, Group enterprises	4.659	4.745
Interest bank and others	8.411	7.129
Lease interests	331	511
Other financial expenses	36.817	22.704
<b>Total</b>	<b>50.218</b>	<b>35.089</b>

None of the financial income or expenses are related to fair value income or loss.

### Accounting policy

Financial income comprises interest income, including interest income on receivables from Group enterprises, net capital or exchange gains on securities, payables and transactions in foreign currencies, amortization of financial assets as well as tax relief under the Danish Tax Prepayment Scheme etc.

Financial expenses comprise interest expenses, including interest expenses on payables to Group enterprises, net capital or exchange losses on securities, payables and transactions in foreign currencies, amortization of financial liabilities as well as tax surcharge under the Danish Tax Prepayment Scheme etc.

Unrealised gain or loss are illustrated in the finance gain or loss.

## 9 Income tax

### Income tax for the year

<i>Figures in DKK '000</i>	2022	2021
Tax on profit or loss for the year	-687	
Adjustment of deferred tax for the year		-1.028
Deferred tax, change in tax rate		-2.442
Other taxes	-4.453	-4.055
Adjustment of tax in respect to previous years		-5
<b>Total</b>	<b>-5.140</b>	<b>-7.530</b>

### Computation of effective tax rate

<i>Figures in DKK '000</i>	2022	2021
Calculated tax for the year	15.428	-9.043
Other taxes	-4.453	-4.055
Non taxable income less non-tax deductible expenses (net)	-5.791	-1.029
Result in Group enterprises and associate	8.768	6.602
Not recognized tax asset	-19.092	
Taxes related to previous years		-5
<b>Effective tax rate</b>	<b>-5.140</b>	<b>-7.530</b>

### Accounting policies

The tax expense for the period comprises current and deferred tax. It also includes adjustments to previous years and changes in provisions for uncertain tax positions. Tax is recognised in the income statement except to the extent that it relates to items recognised in equity or other comprehensive income. Provisions for ongoing tax disputes are included as part of deferred tax assets, tax receivables and tax payables.

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognized in the income statement by the portion attributable to the profit for the year and recognized directly in equity by the portion attributable to entries directly in equity.

The Company is jointly taxed with all its other Danish subsidiaries.

The current income tax is allocated among the jointly taxed companies proportionally to their taxable income (full allocation with a refund concerning tax losses).

Other taxes consist of withholding taxes paid in Haarslev Industries A/S. Adjustment of tax related to previous years is related to local adjustments after year-end report.

### Accounting estimates

Management judgement regarding recognition of deferred income tax assets and provisions for uncertain tax positions. Haarslev is subject to income taxes around the world. Estimates are required in determining the worldwide accrual for income taxes, deferred income tax assets and liabilities, and provisions for uncertain tax positions.

Haarslev recognises deferred income tax assets if it is probable that sufficient taxable income will be available in the foreseeable future which usually is within 3-5 years, against which the temporary differences and unused tax losses can be utilised. Management has considered future taxable income and applied its judgement in assessing whether deferred income tax assets should be recognised.

In the course of conducting business globally, tax and transfer pricing disputes with tax authorities may occur. Management judgement is applied to assess the possible outcome of such disputes. The 'most probable outcome' method is applied when making provisions for uncertain tax positions, and Haarslev considers the provisions made to be adequate. However, the actual obligation may deviate and depends on the result of litigation and settlements with the relevant tax authorities.

## 10 Special items

In connection with the Ukraine situation sanction rules have been implemented, Haarslev is complying with all applicable sanctions and is engaging with our customers about the next step. As consequence hereof, Haarslev has taken the decision to suspend orders where products sold or customer is sanctioned. Haarslev has case by case basis assessed whether our current contract with customers could continue or be terminated. As informed in the year end report for 2021, this had an negative impact for the year 2022. Therefore, cost related to sanctioned customers are in the annual report recognised as special items. The amount consist of items which can not be sold to other customers as they are specialized, or additional cost to exit the contract as the customer or products are sanctioned.

**Total special Items      DKK 59.524k**

## 11 Intangible asset

Figures in DKK '000	Development Acquired projects in				Development Acquired projects in			
	rights	progress	Knowhow	Total 2022	rights	progress	Knowhow	Total 2021
Cost as of 01.01.	16.548	5.307	70.016	91.871	24.372		70.016	94.388
Cost, additions	9.318	1.647		10.965	660	9.240		9.900
Business combinations			27.414	27.414				
Cost, disposal			-5.624	-5.624	-8.484	-3.933		-12.417
<b>Cost as of 31.12.</b>	<b>25.866</b>	<b>6.954</b>	<b>91.806</b>	<b>124.626</b>	<b>16.548</b>	<b>5.307</b>	<b>70.016</b>	<b>91.871</b>
Amortisation and impairment losses as of								
01.01.	-15.810		-57.420	-73.230	-24.174		-54.335	-78.509
Amortisation and impairment losses, additions	-2.208		-5.826	-8.034	-119		-3.085	-3.204
Amortisation and impairment losses, disposals			5.624	5.624	8.483			8.483
<b>Amortisation and impairment losses as of 31.12.</b>	<b>-18.018</b>		<b>-57.622</b>	<b>-75.640</b>	<b>-15.810</b>		<b>-57.420</b>	<b>-73.230</b>
<b>Carrying amount as of 31.12.</b>	<b>7.848</b>	<b>6.954</b>	<b>34.184</b>	<b>48.986</b>	<b>738</b>	<b>5.307</b>	<b>12.596</b>	<b>18.641</b>

Depreciation are allocatated as below:

Administration	-2.208			-2.208	-119			-119
Production			-5.826	-5.826			-3.085	-3.085
Total amortisation	-2.208		-5.826	-8.034	-119		-3.085	-3.204

### Accounting policies

**Acquired rights** are carried at historical cost less accumulated amortisation and any impairment loss. Amortisation is based on the straight-line method over the estimated useful life. This means the legal duration or the economic useful life depending on which is shorter, and not exceeding 15 years.

**Knowhow** is recognised as intangible assets if the recognition criteria are met, for example a significant business knowhow where the expenditure leads to the creation of a durable asset. Amortisation is based on the straight-line method over the estimated useful life of 20 years. The amortisation begins when the asset is in the location and condition necessary for it to be capable of operating in the manner intended by Management.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

If the carrying amount of intangible assets exceeds the recoverable amount any impairment is measured based on discounted projected cash flows.

## 12 Property, plant and equipment

<i>Figures in DKK '000</i>	Land and buildings	Plant and machinery	Other fixtures and fittings, tools and equipment	Property, plant and equipment under construction	Total 2022
Cost as of 01.01.	102.456	64.312	19.339	0	186.107
Additions during the year	1.434	5.563	1.889	10.165	19.051
Business combinations					
Disposals during the year		-293	-92	-9.892	-10.277
Cost as of 31.12.	103.889	69.582	21.136	273	194.881
Depreciation and impairment losses as of 01.01.	-70.226	-57.843	-7.021		-135.090
Depreciations during the year	-468	-3.948	-1.147		-5.563
Reversal of depreciation and impairment losses on disposed assets		293			293
Depreciation and impairment losses as of 31.12.	-70.694	-61.498	-8.168		-140.360
<b>Carrying amount as of 31.12.</b>	<b>33.195</b>	<b>8.084</b>	<b>12.968</b>	<b>273</b>	<b>54.520</b>
Depreciation are allocatated as below:					
Administration			-1.147		-1.147
Production	-468	-3.948			-4.416
Total amortisation	-468	-3.948	-1.147		-5.563

<i>Figures in DKK '000</i>	Land and buildings	Plant and machinery	Other fixtures and fittings, tools and equipment	Total 2021
Cost as of 01.01.	100.534	76.705	29.549	206.788
Additions during the year	2.545	328	605	3.478
Business combinations				
Disposals during the year	-624	-12.721	-10.815	-24.160
Cost as of 31.12.	102.456	64.312	19.339	186.107
Depreciation and impairment losses as of 01.01.	-66.941	-66.338	-16.621	-149.900
Depreciations during the year	-3.440	-4.181	-1.215	-8.836
Reversal of depreciation and impairment losses on disposed assets	155	12.676	10.815	23.646
Depreciation and impairment losses as of 31.12.	-70.226	-57.843	-7.021	-135.090
<b>Carrying amount as of 31.12.</b>	<b>32.230</b>	<b>6.469</b>	<b>12.318</b>	<b>51.017</b>
Depreciation are allocated as below:				
Administration	-3.440		-1.215	-4.655
Production		-4.181		-4.181
Total amortisation	-3.440	-4.181	-1.215	-8.836

Depreciation of property, plant and equipment as above are included in the Statement of Income. The Company has through 2022 initiated a clean up of fixed assets, which results in high disposals through the year. This was all asset which was full depreciated and had no impact in the income statement.

For further information for land and buildings and securities, refer to note 27.

### Accounting policy

Buildings, plant and machinery as well as other fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses. Cost comprises the acquisition price, costs directly attributable to the acquisition and preparation costs of the asset until the time when it is ready to be put into operation. For self-manufactured assets, cost comprises direct costs of materials, components, sub-suppliers and labor costs attributable to the construction of the assets. The basis of depreciation is cost less estimated residual value after the end of useful life and the scrap value. Straight-line depreciation is made on the basis of the following estimated useful lives of the assets:

Buildings 25 years

Plant and machinery 3-10 years

Other fixtures and fittings, tools and equipment 3-10 years

Estimated useful lives and residual values are reassessed annually. Haarslev Industries A/S Buildings, plant and machinery, other fixtures and equipment are written down to the lower of recoverable amount and carrying amount.

Tangible assets not yet available for use are not subject to depreciation.

## 13 Leases

<i>Figures in DKK '000</i>	Buildings	Equipment	Total 2022	Equipment	Total 2021
Cost as of 01.01.		9.258	9.258	9.258	9.258
Additions during the year		1.749	1.749	1.441	1.441
Business combinations	141		141		
Disposals during the year				-1.332	-1.332
<b>Cost as of 31.12.</b>	<b>141</b>	<b>11.007</b>	<b>11.148</b>	<b>9.367</b>	<b>9.367</b>
Depreciation and impairment losses as of 01.01.		-4.311	-4.311	-2.730	-2.730
Depreciations during the year	-11	-2.297	-2.308	-2.913	-2.913
Reversal of depreciation and impairment losses on disposed assets				1.332	1.332
Depreciation and impairment losses as of 31.12.	-11	-6.608	-6.619	-4.311	-4.311
<b>Carrying amount as of 31.12.</b>	<b>130</b>	<b>4.398</b>	<b>4.528</b>	<b>5.056</b>	<b>5.056</b>
Depreciation are allocated as below:					
Administration	-11	-665	-676	-926	-926
Production		-1.632	-1.632	-1.987	-1.987
<b>Total amortisation</b>	<b>-11</b>	<b>-2.297</b>	<b>-2.308</b>	<b>-2.913</b>	<b>-2.913</b>

Leases illustrated above include equipment and building.

Lease liability is illustrated in separate note long term liability note 24.

Depreciation of right of use assets analysis in the Financial Statement of Income is illustrated above.

### Accounting policy

Haarslev mainly leases trucks and vehicles. The right of use asset is presented in equipment and the lease liability in borrowings. For contracts which are, or contain, a lease, the Company recognises a right of use asset and lease liability. The right of use asset is initially measured at cost, which being the initial amount of the lease liability, added related re-establish cost when the lease period is ended. The right of use asset is subsequently depreciated using straight line method over the lease term (period). If there is no end of the lease term defined in the contract it has been estimated.

The right of use asset is periodically adjusted for certain remeasurement of the lease liability and reduced by impairment losses.

New lease contracts with a lease term of 12 months or less and leases of low value assets are not recognised on the balance sheet. These are expensed on a straight-line basis over the lease term. Lease of low value asset include mobile phones and other small items of office equipment.

The lease liability is initially measured at the present value of the lease payments outstanding at the commencement date, discounted using the incremental borrowing rate. The lease liability is measured using effective interest method.

The lease liability is remeasured when there is a change in future lease payments, typically due to a change in index or rate on property leases, or if there is a reassessment of whether an extension or termination option will be exercised. A corresponding adjustment is made to the right of use asset, or the income statement when the right of use asset has been fully depreciated.

## 14 Investments in associates

The 1 January 2022 Haarslev Industries A/S has acquired the remaining 51% of the associate company, refer to note 15. The entity has through the year been merged into Haarslev Industries A/S, where Haarslev Industries A/S is continuing entity.

<i>Figures in DK '000</i>	Equity investments in associates 2022	Equity investments in associates 2021
Cost as of 01.01.	22.050	22.050
Disposals during the year	-22.050	
Cost as of 31.12.		22.050
Adjustment to cost 01.01.	-6.040	-4.568
Net profit/loss from equity investments		-482
Dividend relating to equity investments		-990
Disposals during the year	6.040	
Adjustment to cost, ultimo		-6.040
Carrying amount as of 31.12.		16.010
The item comprises goodwill as of 31.12.		13.658

### Accounting policy

Investments in associates are recognized and measured according to the equity method. This means that investments are measured at the pro rata share of the associates' equity value and minus or plus unrealized pro rata internal profits and losses. Upon distribution of profit or loss, net revaluation of investments in associates is transferred to Reserve for net revaluation according to the equity method under equity.

## 15 Business combinations

Haarslev acquired the remaining 51% of shares in the associated Company Core A/S on 1 January 2022. The purpose for the acquisition is to further integrate the digital products from Core into the Groups products. The purchase price was DKK 15 mln.

The purchase price is paid via cash (DKK 1 mln), shares in Haarslev Group Holding A/S equity (DKK 24.451 A-shares) (DKK 2.8 mln) and vendor loan (DKK 11.2 mln) on the acquisition date 1 January 2022. Costs related to the acquisition amount to DKK 152k.

The number of employees in Core A/S is 7 at the time for the acquisition.

**Allocation of acquisition of Core A/S**

Knowhow	27.414
Receivable	244
Work in progress	2.529
Inventory	73
<b>Acquired asset</b>	<b>30.260</b>

Payable	-715
Bank	-455
Other payable	-1.676
<b>Acquired debt</b>	<b>-2.846</b>

<b>Acquired net asset</b>	<b>27.414</b>
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Knowhow	27.414
Cash	1.989
<b>Acquisition price</b>	<b>29.403</b>

Cash	991
Shares	2.802
Vendor loan	11.207
Existing shareholding	14.403
<b>Total consideration</b>	<b>29.403</b>

No further business combinations were completed in 2022.

**Accounting policy**

The purchase price for a business comprises the fair values of the assets transferred, liabilities incurred to the former owners including shareholders of the acquired business and the fair value of any asset or liability resulting from a contingent consideration arrangement. Any amount of the purchase price which effectively comprises a settlement of a pre-existing relationship is not part of the exchange for the acquiree and is therefore not included in the consideration for the purpose of applying the acquisition method. Settlements of pre-existing relationships are accounted for as separate transactions in accordance with the relevant IFRS. Identifiable assets and liabilities and contingent liabilities assumed are measured at fair value at the date of acquisition by applying relevant valuation methods. Acquisition-related costs are expensed as incurred. The acquisition of knowhow is depreciated within 15 years.

## 16 Equity investments in Group enterprises

<i>Figures in DK '000</i>	2022	2021
Cost as of 01.01.	525.929	525.928
Additions during the year	55.457	1
Cost as of 31.12.	581.386	525.929
Adjustment to cost 01.01.	-88.248	-83.468
IFRS adjustment previous years	24.712	
Foreign currency translation adjustment of foreign enterprises	16.319	22.173
Net profit/loss from equity investments	39.857	30.491
Dividend relating to equity investments	-93.461	-2.026
Disposals during the year	-49.171	
Investment with negative equity value offset in receivables	-8.333	-55.418
Adjustment to cost, ultimo	-158.325	-88.248
Carrying amount as of 31.12.	423.061	437.681
The item comprises goodwill as of 31.12.	112.338	56.880

Subsidiaries	Registered in	Equity interest in percentage
Group enterprises		
* Haarslev Group A/S	Søndersø, Denmark	100
* Haarslev industries A/S	Søndersø, Denmark	100
* Haarslev Inc.	Kansas City, USA	100
Haarslev Industries GmbH	Mannheim, Germany	100
Haarslev GmbH	Krefeld, Germany	100
Stord-Bartz AS	Bryne, Norway	100
Haarslev Industries S.A.C.	Lima, Peru	100
* Haarslev Inversiones Internacionales S.L.U.	Barcelona, Spain	100
Haarslev Industries LTDA	Curitiba, Brazil	100
* Haarslev Industries S.A.U.	Barcelona, Spain	100
Haarslev Industries PTE LTD	Labuan, F.T., Malaysia	100
Haarslev Industries SDN BHD	Selangor Darul Eshan, Malaysia	100
Haarslev Industries L.L.C	Moscow, Russia	100
* Haarslev Xuzhou Machinery Co. Ltd.	Xuzhou City, Jiangsu Province, China	100
* Haarslev Industries Ltd.	Rosedale Auckland, New Zealand	100
Haarslev Industries (India) Pvt Ltd	Mumbai, Maharashtra, India	100
Haarslev PT (India) Pvt Ltd	Mombai, Maharashtra, India	100
Haarslev Industries Poland Sp. z.o.o.	Kielce, Poland	100
Haarslev Industries S.A.S	Lorient, France	100
Haarslev Industries Press Technology GmbH & Co. KG	Wuppertal, Germany	100
Haarslev Industries Remscheid GmbH	Wuppertal, Germany	100
* KMG UK Limited	Skelmersdale, UK	100
Haarslev UK Limited	Skelmersdale, UK	100
Food Processing Equipment UK Limited	Skelmersdale, UK	100
Haarslev Industries PTY Ltd.	Melbourne, Australia	100

\* The entity is obligor in the group, which is provided as security for credit institutions.

For further information regarding Group enterprises and obligor placed as security, refer to note 27.

### Accounting policy

Investments in Group enterprises are recognized and measured according to the equity method. This means that investments are measured at the pro rata share of the enterprises' equity value plus unamortized goodwill and plus or minus unrealized intra-group profits or losses.

Net revaluation of investments in subsidiaries is transferred to "Reserve for net revaluation according to the equity method" under equity.

Upon distribution of profit or loss, net revaluation of investments in Group enterprises is transferred from Reserve for net revaluation according to the equity method under equity to Retained earnings.

If Group enterprises has indications for low value, an impairment test will be prepared on the Group enterprise.

## 17 Inventories

<i>Figures in DKK '000</i>	2022	2021
	DKK '000	DKK '000
Raw materials and consumables	91.817	57.743
Product in progress	36.487	35.028
Manufactured goods and goods for resale	64.019	35.155
<b>Total inventories</b>	<b>192.324</b>	<b>127.926</b>
Write down on inventory	-7.430	-10.216
Write down beginning of the year	-10.216	-16.727
Write down/reversal during the year, net	2.786	6.511
<b>Write down at the end of the year</b>	<b>-7.430</b>	<b>-10.216</b>

In 2022 the write-down of inventories to net-realizable value amounted to DKK 7.4 mln (2021: DKK 10.2 mln).

The write-downs recognized following a recoverability analysis are included in cost of sales. Through 2022, items in the inventory have been scrapped. In 2022 there has been additional focus on inventory clean up.

Costs which are included in the income statement as production costs are DKK 506.064k (2021: DKK434.532k).

### Accounting policy

Inventories are measured at the lower of cost using the FIFO method or net realizable value if this is lower. Cost consists of purchase price plus delivery costs. Cost of manufactured goods and work in progress consists of costs of raw materials, consumables, direct labor costs and indirect production costs.

Indirect production costs comprise indirect materials and labor costs, costs of maintenance of, depreciation of and impairment losses relating to machinery, factory buildings and equipment used in the manufacturing process as well as costs of factory administration and management. Financing costs are not included in cost. The net realizable value of inventories is calculated as the estimated selling price less completion costs and costs incurred to execute sale.

If the expected sales price less completion costs to execute sales (net realizable value) is lower than the carrying amount, a write-down is recognized for the amount by which the carrying amount exceeds its net realizable value

### Accounting estimates

Indirect production costs are measured using a standard cost method. This is reviewed regularly to ensure relevant measures of capacity utilisation, production lead time, cost base and other relevant factors, hence inventory is valued at actual cost. When calculating total inventory, Management must make judgements about cost of production, standard cost variances and idle capacity in estimating indirect production costs for capitalisation. Changes in the parameters for calculation of indirect production costs could have an impact on the gross margin and the overall valuation of inventories.

## 18 Work in progress for third parties

<i>Figures in DKK '000</i>	2022	2021
Work in progress for third parties	1.083.048	859.259
On-account invoicing	-1.099.220	-816.730
Work in progress for third parties	-16.172	42.529
Work in progress for third parties (contract assets)	125.486	93.536
Work in progress for third parties (contract liabilities)	-141.658	-51.007
Total	-16.172	42.529

Salesvalue of contracts	1.625.774	1.090.394
Value of performance obligation allready recognised	1.083.048	859.259
Value of performance obligations will be recognised within 12 months	432.755	156.408
Value of performance obligations will be recognised after 12 months	109.971	74.727
Write down on provision	72.179	34.270

Work in progress for third parties (contract liabilities) consist of projects where on account invoicing/payment from customer exceeds the work in progress (contracts assets).

### Accounting policies

The Company becomes entitled to invoice customers for sale of specialised manufactured machines based on achieving a series of performance-related milestones, among others the time of delivery and the time of finalising installation. The Company will previously have recognised a contract asset for any work performed "Work In Progress" (WIP) recognised at sales price. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point at which it is invoiced to the customer. If the milestone payment exceeds the revenue recognised to date under the cost-to-cost method then the Company recognises a contract liability for the difference "Prepayment from customers".

### Accounting estimates

"Work In Progress" (WIP) recognised at sales price The Company uses the **percentage-of-completion method in accounting for its revenues for complete solutions or systems**. The percentage-of-completion method places considerable importance on accurate estimates of the extent of progress towards completion and may involve estimates on the scope of deliveries and services required for fulfilling the contractually defined obligations. These estimates include total estimated costs, total estimated revenues, contract risks, including technical, political and regulatory risks, and other judgments. Under the percentage-of-completion method, changes in estimates may lead to an increase or decrease of revenue. In addition, Haarslev needs to assess whether the contract is expected to continue or to be terminated. In determining whether the continuation or termination of a contract is expected to be the most likely scenario, all relevant facts and circumstances relating to the contract are considered on an individual basis.

The Company has a significant contract where there has been loss allowance for contract assets, where the accounting value has been reduced by DKK 12,6 mln. (2021: DKK 34,2 mln). Further more, the impact of special items in the year end report for DKK 59.5 mln. (2021: 0 mln).

**Contingency provision**

<i>Figures in DKK '000</i>	2022	2021
Beginning of the year	29.359	27.023
Addition	145.641	7.857
Spend	-61.497	-5.521
End of the year	53.979	29.359

The increase in contingency concerns impact from Russian customer/projects.

**19 Trade receivables**

<i>Figures in DKK '000</i>	2022	2021
Not Due	56.322	42.982
OverDue days <30	5.612	6.577
OverDue days (>30 & <60)	6.112	190
OverDue days (>60 & <90)	1.935	11
OverDue days (>90 & <180)	74	46
OverDue days >180	490	345
Provisioned for loss	-7.015	-4.078
Trade receivable as of 31.12.	63.530	46.073

**Changes in trade receivable**

<i>Figures in DKK '000</i>	2022	2021
Carrying amount beginning of the year	-4.078	-12.793
Impairment test	-6.220	
Reversal of allowance on realised losses	3.283	8.715
Total provision for loss end of the year	-7.015	-4.078

Through 2022, one significant debtor has been settled, which impact the high reversal amount 2022. Further more, two debtor has a negative impact for 2022.

**Accounting policy**

Receivables are measured at amortized cost, usually equalling transaction price less write downs (allowance) for doubtful receivables.

General invoices are due for payment after 30 days from shipment of goods, down payments for projects after 7 days. Loss allowance is based on expected credit losses. Loss for disputes is recognized against revenue, loss for doubtful receivables is recognized in distribution cost in Statement of comprehensive income.

**Accounting estimates**

Management makes allowance for doubtful trade receivables based on the simplified approach, which means that lifetime expected losses are provided for. The allowance is an estimate based on shared credit risk characteristics and the days past due.

For trade receivables with objective evidence of impairment, expected credit losses are based on individual assessment and amounts to DKK 4.833k at 31 December 2022 (2021: DKK 3.827k). Objective evidence is mainly related to disputes.

For trade receivables with no objective evidence of impairment, Haarslev provides 0,5% of the total trade receivable amount overdue. The 0,5% is based on historical evidence from the past 4 years with very limited losses related to credit risk. Provision for doubtful receivables with no objective evidence of impairment at 31 December 2022 is DKK 353k (2021: DKK 251k).

## 20 Receivable from Group enterprises and other receivable

<i>Figures in DKK '000</i>	Receivables from Group enterprises	Other receivables	Total 2022	Receivables from Group enterprises	Other receivables	Total 2021
Cost as of 01.01.	401.616	1.330	402.946	335.990	1.609	337.599
Foreign currency translation adjustment of foreign enterprises						
Additions during the year	9.397	72	9.469	86.584	183	86.767
Disposals during the year	-8.333	-133	-8.466	-35.812	-462	-36.274
Transfers during the year to/from other items				14.854		14.854
Cost as of 31.12.	402.680	1.270	403.950	401.616	1.330	402.946
Impairment losses as of 01.01.	-7.427		-7.427	-58.527		-58.527
Impairment losses reversals during the year	7.427		7.427	51.100		51.100
Impairment losses as of 31.12.				-7.427		-7.427
Carrying amount as of 31.12.	402.680	1.270	403.950	394.189	1.330	395.519

Other receivables are deposit paid for leased buildings.

Included in the amount for receivable in Group enterprises, DKK 8.5 mln. (2020: 7.4 mln.) is reduced with negative value of investment in Group enterprises.

### Accounting policy

Trade and short term Receivables are measured at amortized cost, usually equalling nominal value less write downs for bad and doubtful debts.

Other Receivables are measured at amortized cost, usually equalling nominal value less write downs for bad and doubtful debts.

## 21 Deferred tax assets

Deferred income taxes are calculated in full on temporary differences under the liability method.

The gross movements on the deferred income tax account are as follows:

<i>Figures in DKK '000</i>	2022	2021
Deferred tax comprises		
Deferred tax asset	2.746	2.747
<b>Total</b>	<b>2.746</b>	<b>2.747</b>

### Deferred tax comprises

<i>Figures in DKK '000</i>	2022	2021
Intangible assets	104	37
Property, plant, and equipment	8.725	7.252
Receivables	-36.838	-28.422
Liabilities	21.551	7.006
Tax losses	9.204	16.873
<b>Total</b>	<b>2.746</b>	<b>2.746</b>

### Changes during the year

Beginning of the year	2.746	5.188
Recognised in the income statement		-2.442
<b>End of year</b>	<b>2.746</b>	<b>2.746</b>

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority.

Deferred income taxes recognized in the Consolidated Statement of Financial Position are as above. Deferred tax not included in balance sheet are DKK 25,367k (2021: DKK 21,506k).

### Accounting policy

Deferred tax is recognised on all temporary differences between the carrying amount and tax-based value of assets and liabilities, for which the tax-based value of assets is calculated based on the planned use of each asset. Deferred tax assets, including tax base of tax loss carry forwards, are recognised in the balance sheet at their estimated realizable value, either as a set-off against deferred tax liabilities or as an tax asset.

Loss carried forward is using an expiry date of 3-5 years.

## 22 Equity

<i>Figures in DKK '000</i>	2022	2021
The share capital consists of:		
Contributed capital consist of 500 shares of a value of DKK 1.000. The shares have not have been divided into categories and no shares carry any special rights.	500	500

### Share capital

No changes in share capital through the last 5 years.

### Dividend

In 2021 a dividend of DKK 24 mln. was proposed, which was paid in 2022. Dividend proposed in 2022 is DKK 30 mln.

## 23 Other provisions

<i>Figures in DKK '000</i>	2022	2021
Provision as of 01.01	14.461	8.041
Provision addition through the year	128.919	9.036
Provision release in the year	-60.489	-2.616
Provision as of 31.12	82.891	14.461

All provisions is classified as short term provisions and will be utilized within a period of 12 months. In 2022 a high amount for impact of the sanctioned Russian customers has been provided for. Further more, the warranty commitment percentage for capital sales projects has raised for all ongoing projects.

### Accounting policy

The Group currently makes provisions for warranty commitments relating to both projects in progress and completed projects. The provisions for warranty commitments are calculated as an estimated percentage of revenue on a project-by-project basis.

Other provision comprise anticipated costs of non-recourses guarantee commitments, loss on contract work in progress, etc.

Once it is possible that the total costs will exceed total from a contract in progress, provisions are made for the total loss estimated to result from the relevant contract.

## 24 Borrowings and lease liabilities long term

Loan in balance sheet fall due as illustrated below:

<i>Figures in DKK '000</i>	Short term payables	Fall due between 1 and 5 years	Fall due more than 5 years	Total long term payables at 31.12.2022	Interest
Payables to other credit institutions		3.152		3.152	EURIBOR +5%
Other payable	782	13.524	18.254	31.778	Public index (2022 2.1%)
Subordinated loan from Group enterprises		114.541		114.541	EURIBOR +2%
Leases	2.502	3.019		3.019	Variable
<b>Total</b>	<b>3.284</b>	<b>134.237</b>	<b>18.254</b>	<b>152.490</b>	

<i>Figures in DKK '000</i>	Short term payables	Fall due between 1 and 5 years	Fall due more than 5 years	Total long term payables at 31.12.2021	Interest
Payables to other credit institutions	6.231	3.099		3.099	EURIBOR +5%
Other payable	987	1.460	17.734	19.194	Public index (2022 2.1%)
Subordinated loan from Group enterprises		110.051		110.051	EURIBOR +2%
Leases	1.925	4.219	158	4.377	Variable
<b>Total</b>	<b>9.143</b>	<b>118.829</b>	<b>17.892</b>	<b>136.721</b>	

According to the bank agreement, interest to payable for other credit institutions is variable depending on the leverage. The interest is EURIBOR + margin from 3.25% to 5,5%. As of 31. December 2022 the interest was EURIBOR +5%.

Payable for other credit institutions will hereafter fall due 30. June 2025.

Loan from shareholder is a subordinated loan and rank after the Company's other financial liabilities. Repayment shall be made on the lenders first written demand with respect for credit institutions approval. Interest will first be paid after credit institutions approval.

Changes in interest bearing debt are illustrated below:

2022

<i>Figures in DKK '000</i>	Payables to other credit institutions	Other payable	Subordinated loan from Group enterprises	Leases	Total
Beginning of the year	280.014	19.194	110.051	4.377	413.636
Addition	38.621	12.132		3.107	53.860
Paid	-26.240	-351		-4.797	-31.388
Non cash transactions	8.400	803	4.490	331	14.025
End of the year	300.795	31.778	114.541	3.019	450.132

2021

<i>Figures in DKK '000</i>	Payables to other credit institutions	Other payable	Subordinated loan from Group enterprises	Leases	Total
Beginning of the year	280.696	19.281	105.853	5.509	411.339
Addition					
Paid	-7.682	-376		-2.591	-10.649
Non cash transactions	7.000	289	4.198	1.459	12.946
End of the year	280.014	19.194	110.051	4.377	413.636

Haarslev has four main funding facilities:

#### Credit facility

- Credit facility with banks.
- Other payable, frozen holiday for employees.
- Leases
- Subordinated loan from Group companies (Loan from shareholder Altor)

#### Loan from shareholder

Haarslev Group Holding has a loan of 114 million DKK (denominated in euro) from Shareholder Altor. This loan is granted from Shareholder Altor to Haarslev Group Holding A/S, and through Haarslev Group A/S to Haarslev Industries A/S. Loan from shareholder is a subordinated loan and rank after the Company's other financial liabilities. Repayment shall be made on the lenders first written demand with respect for credit institutions approval. Interest will first be paid after credit institutions approval. Payable for credit institutions will hereafter fall due 30 June 2024.

#### Accounting policy

Long term debt comprises debt in bank or credit institutions, which have a maturity date more than 12 months from year end 2022.

Loans from credit institutions and subordinated loan are recognized initially at fair values. Subsequently, the financial obligations are measured at amortized cost equal to the capitalized value using the effective interest method; the difference between the proceeds and the nominal value is recognized in financial income and expenses in the income statement over the loan period. Other debts, comprising trade payable, payables to

subsidiaries and associates, VAT, excise duties, etc. as well as other payable, are measured at amortized cost, substantially corresponding to the nominal debt.

## 25 Financial instruments and risk

### Financial risk factors

This note presents information about the Company's exposure to each of the below mentioned risks, the Company's objectives, policies and processes for measuring and managing the risk. Further quantitative disclosures are included throughout the Financial Statements.

### Fair value measurement

None of the financial instruments are measured at fair value but amortized costs, and there are no material differences from the carrying amount to the fair value.

### Liquidity risk

Refer to note long term debt for specification for long term Debt fall due longer than 1 year. All short term liabilities must be repaid within 1 year.

The total net financial liability is expected to be financed by the positive cashflow from operating activities as well as unused lines of credit. Further part of the short term of the financial liabilities, is not expected to fall due for payment.

<i>Figures in DKK '000</i>	Repayment first year	Fall due between 1 and 5 years	Fall due more than 5 years	Total long term payables at 31.12.2022
Payables to other credit institutions		3.152		3.152
Other interest bearing payable	782	13.524	18.254	32.560
Subordinated loan from Group enterprises	4.490	119.031		123.522
Leases	2.502	3.019		5.521
Trade payable	175.885			
Payable from Group enterprises	470.221			
Other payable	47.895			
Work in progress for third parties (contract liability)*	141.658			
Prepayment received from customers *	13.634			
Payable to associates	0			
Income taxes	3.350			
<b>Total payable</b>	<b>860.417</b>	<b>138.727</b>	<b>18.254</b>	<b>164.755</b>
Trade receivables	-63.530			
Other receivables	-34.188			
Receivable from Group enterprises	-492.537			
Prepayments	-29.604			
Work in progress for third parties (contract assets)	-125.486			
<b>Total receivable</b>	<b>-745.345</b>			
<b>Total</b>	<b>115.072</b>	<b>138.727</b>	<b>18.254</b>	<b>164.755</b>

\*The payment of Work in progress for third parties (contract liability) and Prepayments received from customers will occur via the work on projects coming year. Payments from customers on new Order Intake will as well contribute to the cash flow. Combined with the other capital resources the liquidity situation in the coming year is sufficient.

<i>Figures in DKK '000</i>	Repayment first year	Fall due between 1 and 5 years	Fall due more than 5 years	Total long term payables at 31.12.2021
Payables to other credit institutions	6.356	3.597		9.953
Other interest bearing payable	987	1.460	17.734	20.181
Subordinated loan from Group enterprises	4.198	114.249		118.447
Leases	1.925	4.219	158	6.302
Trade payable	128.592			
Payable from Group enterprises	452.306			
Other payable	58.506			
Work in progress for third parties (contract liability)*	51.007			
Prepayment received from customers *	17.091			
Payable to associates				
Income taxes	2.699			
<b>Total payable</b>	<b>723.666</b>	<b>123.525</b>	<b>17.892</b>	<b>154.883</b>
Trade receivables	-46.073			
Other receivables	-12.086			
Receivable from Group enterprises	-437.476			
Prepayments	-7.364			
Work in progress for third parties (contract assets)	-93.536			
<b>Total receivable</b>	<b>-596.535</b>			
<b>Total</b>	<b>127.131</b>	<b>123.525</b>	<b>17.892</b>	<b>154.883</b>

\*The payment of Work in progress for third parties (contract liability) and Prepayments received from customers will occur via the work on projects coming year. Payments from customers on new Order Intake will as well contribute to the cash flow. Combined with the other capital resources the liquidity situation in the coming year is sufficient.

## Risk management framework

The main financial risks faced by Haarslev relate to market risk and liquidity risk. Risk management is carried out by Group finance under policies and with instruments approved by the Board of Directors. Group Finance identifies, evaluates financial risks in close cooperation with the Company's operating units. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance. Refer to (1) foreign exchange risk below.

### Market risk

Market risk is the risk that changes in market prices will affect the Company's income or the value of its holdings of financial instruments. Market risk comprises (1) foreign exchange risk, (2) interest rate risk and (3) credit risk. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return. When contracts are won, components as steel with high risk are bought to minimize the total risk. Sales contracts are made in EUR when possible.

#### (1) Foreign exchange risk

The Company operates internationally and is exposed to currency risk arising from mainly the USD, EUR, DKK and BRL, primarily with respect to the DKK, as the DKK is the Company's reporting currency. The Company monitors foreign exchange risk arising from commercial transactions, recognized assets and liabilities (transaction risk) that are determined in a currency other than the entity's functional currency.

Exposure on exchange rate is not managed through any hedging instruments, however, controlled by keeping contracts mainly in currency EUR and DKK with related project cost in same currency.

Company Loans are also done in EUR. The EUR/DKK exchange rate is not considered a currency exposure due to the Danish fixed rate policy.

The Company owns several subsidiaries that are exposed to their local currency fluctuations towards DKK. These are however adjusted as part of comprehensive income and not considered here. (Impact on subsidiary currency exposure booked as comprehensive income was DKK +16 mln in 2022 compared to DKK 22 mln in 2021).

The main currency exposure is driven by the US Dollar. Exposure in 2022 was related to a balance of DKK -37 mln. Assuming a currency increase of 10% exposure can be calculated as DKK -3.7 mln. Compared to 2021 where the balance was DKK -115 mln with an exposure of DKK -11,5 mln.

#### (2) Interest rate risk

The Group is exposed mainly to floating interest rate risk on borrowings. Borrowings issued at variable rates expose the Company to cash flow interest rate risk. A 1% change in floating interest rate will impact Equity and result with the amount of DKK 1.2 mln (2021: DKK 1 mln).

The interest rate risk is monitored on a regular basis, including considerations whether financial instruments should be implemented as risk mitigation.

#### (3) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty fails to meet its contractual obligations. Credit risk arises from cash and cash equivalents, and deposits with banks and financial institutions, as well as credit exposures to customers and other group entities, including outstanding receivables and committed transactions. The credit quality of the customer is assessed, considering its financial position, past experience and other factors. Each customer has a set credit limit and the utilization of the credit limit is regularly monitored.

The Company has no significant concentrations of credit risk. The Company has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. The Company establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables. No significant credit limits were exceeded during the reporting period, and management does not expect any losses from non-performance by its customers.

The Company does not expect any impairment on cash and cash equivalents as the Company considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties.

### Capital management

The Board of Directors' policy is to maintain a strong capital base in order to maintain investor, creditor and market confidence and to sustain future development of the business.

The Board monitors the Group's leverage, defined as net debt divided by EBITDA. The Board also monitors the level of dividends to ordinary shareholders.

The Board seeks to maintain a balance between the higher returns on equity that might be possible with higher levels of borrowings and the advantages and security of a sound capital position. The Group uses the leverage ratio in its approach to capital management.

## 26 Contingent liabilities

Haarslev is involved in disputes and claims with customers and employees in certain regions. The outcome of ongoing disputes and claims is not expected to have significant impact on the financial position.

As part of the Company's ordinary activities, the Groups bank and insurance Company have issued guarantees for contracting projects totaling DKK 89,861k (2021: DKK 82,550k).

The Company is taxed jointly with Haarslev Group A/S and Haarslev Group Holding A/S in the group and has joint, several and unlimited liability for income taxes and any obligations to withhold tax at source on interest, royalties and dividends for the jointly taxed companies. The total known tax liability for the jointly taxed entities total known net liability under joint taxation arrangement is disclosed in the administration Company's financial statement.

## 27 Securities

Haarslev Industries's shares in 6 material subsidiaries with a carrying amount of DKK 423.061k (2021: DKK 437.681k) have been provided as security to credit institutions, as of 31 December 2022, amount to net DKK 718.015k (2021: DKK 693.830).

6 material Group enterprises have guaranteed for the engagement with credit institutions with a carrying amount of DKK 718.015k (2021: DKK 693.830k).

A mortgage deed to the mortgagor of DKK 30.500k (2021: DKK 30.500k ) and a letter of indemnity of DKK 4.500k (2021: DKK 4.500k) secured on land and buildings with a carrying amount of DKK 33.195k (2021: DKK 32.230k) at 31 December 2022 have been provided as security for credit institutions in the Group enterprises amounting net to DKK 718.015k (2021: DKK 693.830k) as of 31 December 2022.

The Company has found joint an unlimited surety for the Groups cash pool with credit institutions with a net debt of DKK 194.838k (2021: DKK 154.476k).

## 28 Related parties

Transactions with subsidiaries are included in the Financial Statements in accordance with the accounting policies applied. Related parties comprise the executive board and board of directors, refer to note for remuneration of board of directors and executive board.

Related parties comprise associate Company, refer to note for associate Group enterprise regarding received dividend in 2022.

The below mention shareholder exercise control.

<b>Controlling influence:</b>	<b>Basis of influence</b>
Altor Fund III GP Limited, Seaton Place 11-15 JH4 OQH St Helier Jersey	Ultimative shareholder
Haarslev Holding S.A.R.L., 9A Rue Gabriel Lippmann, L-5365 Munsbech, Luxembourg	Shareholder
Haarslev Group Holding A/S, Bogensevej 85, Haarslev, 5471 Søndersø	Shareholder
Haarslev Group A/S, Bogensevej 85, Haarslev, 5471 Søndersø	Shareholder

The company is included in the consolidated financial statements of the parent Haarslev Group Holding A/S, Bogensevej 85, Haarslev, 5471 Søndersø.

Transactions with related parties	2022	2021
<i>Figures in DKK '000</i>		
Total receivable from related parties	492.537	437.476
Total payable to related parties	584.762	562.356
Revenue	256.111	156.490
Financial expenses	6.627	3.719
Administrative cost	-13.607	1.161

## 29 Cashflow statement

### Adjustments for cash flow statement

<i>Figures in DKK '000</i>	2022	2021
Depreciation, amortisation, impairment losses and write-downs	15.906	14.953
Result from equity investments in associate	0	1.473
Result from equity investments in Group enterprises	-39.857	-30.491
Non cash transactions	14.025	12.946
Financial income	-24.500	-15.039
Financial expenses	50.218	35.089
Income tax for the year	5.140	7.530
<b>Total</b>	<b>20.932</b>	<b>26.461</b>

The statement of cash flows shows the Company's cash flows for the year distributed on operating, investing, and financing activities, net changes for the year in cash and cash equivalents at the beginning and end of the year. Positive amounts indicate inflows, whereas negative amounts indicate outflows.

#### Cash flows from operating activities

Cash flows from operating activities are stated as the profit/loss for the year adjusted for non-cash operating items such as depreciation, profit/loss from the sale of vessels, etc., changes in working capital plus or minus corporation tax paid or received. Working capital includes current assets less current liabilities, excluding the items included in cash and cash equivalents.

#### Cash flows from investing activities

Cash flows from investing activities comprise cash flows from the acquisition and sale of non-current assets, business combinations and cash flow from transactions with Group enterprises.

#### Cash flows from financing activities

Cash flows from financing activities comprise cash flows from the raising and repayment of loan, instalments on lease liabilities as well as payments to and from shareholders.

#### Cash and cash equivalents

Cash and cash equivalents are measured in the balance sheet at nominal value and mainly consist of demand deposits, cash balance and money market investments.



**HAARSLEV**

Processing Technology

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