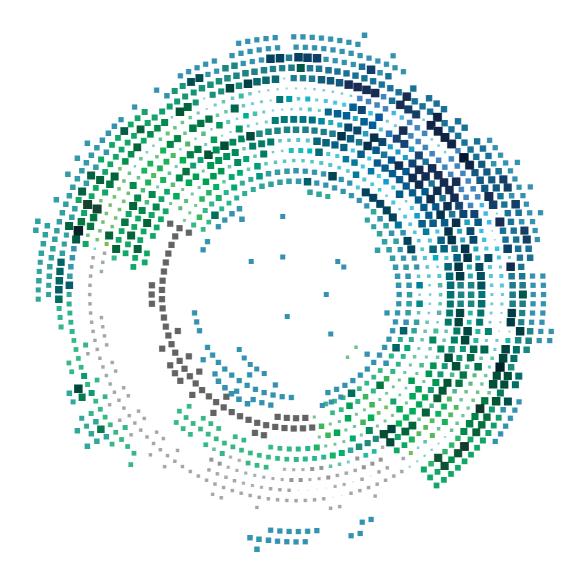
## **Deloitte.**



#### Jutlandia Terminal A/S

Europakaj 1 6700 Esbjerg CVR No. 13835233

#### Annual report 2020

The Annual General Meeting adopted the annual report on 15.04.2021

Mikael Hedager Würtz Conductor

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## **Entity details**

#### Entity

Jutlandia Terminal A/S Europakaj 1 6700 Esbjerg

CVR No.: 13835233 Registered office: Esbjerg Financial year: 01.01.2020 - 31.12.2020

#### **Board of Directors**

Kim Hedegaard Sørensen, Chairman Kasper Svarrer Kristian Svarrer Jens Peder Ravn Thomsen Ulf Preisler Mikael Hedager Würtz

**Executive Board** 

Kristian Svarrer

#### **Auditors**

Deloitte Statsautoriseret Revisionspartnerselskab Dokken 8 6701 Esbjerg

## **Statement by Management**

The Board of Directors and the Executive Board have today considered and approved the annual report of Jutlandia Terminal A/S for the financial year 01.01.2020 - 31.12.2020.

The annual report is presented in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2020 and of the results of its operations and cash flows for the financial year 01.01.2020 - 31.12.2020.

We believe that the management commentary contains a fair review of the affairs and conditions referred to therein.

We recommend the annual report for adoption at the Annual General Meeting.

Esbjerg, 15.04.2021

**Executive Board** 

**Kristian Svarrer** 

#### **Board of Directors**

**Kim Hedegaard Sørensen** Chairman **Kasper Svarrer** 

**Kristian Svarrer** 

Jens Peder Ravn Thomsen

**Ulf Preisler** 

Mikael Hedager Würtz

### Independent auditor's report

#### To the shareholders of Jutlandia Terminal A/S

#### Opinion

We have audited the financial statements of Jutlandia Terminal A/S for the financial year 01.01.2020 - 31.12.2020, 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 the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2020 and of the results of its operations and cash flows for the financial year 01.01.2020 - 31.12.2020 in accordance with 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 of Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### 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 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.

#### 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.

Esbjerg, 15.04.2021

#### Deloitte

Statsautoriseret Revisionspartnerselskab CVR No. 33963556

**Jørn Jepsen** State Authorised Public Accountant Identification No (MNE) mne24824

## Management commentary

#### **Financial highlights**

	2020	2019	2018	2017	2016
	DKK'000	DKK'000	DKK'000	DKK'000	DKK'000
Key figures					
Gross profit/loss	52,954	61,842	59,079	52,603	39,203
Operating profit/loss	6,243	4,675	143	4,925	3,832
Net financials	17	(215)	(148)	(42)	(317)
Profit/loss for the year	4,846	3,463	(17)	3,800	2,737
Total assets	45,130	49,602	38,408	42,772	39,207
Investments in property,	2,164	1,805	12,243	1,018	1,648
plant and equipment					
Equity	18,957	14,111	10,648	12,665	10,565
Ratios					
Return on equity (%)	29.31	27.97	(0.15)	32.72	29,76
Equity ratio (%)	42.01	28.45	27.72	29.61	26.95

Financial highlights are defined and calculated in accordance with the current version of "Recommendations & Ratios" issued by the CFA Society Denmark.

#### Return on equity (%):

<u>Profit/loss for the year \* 100</u> Average equity

Equity ratio (%):

<u>Equity \* 100</u> Total assets

#### **Primary activities**

The Company's primary activities are port acency, terminal services, warehousing and stevedoring.

#### **Development in activities and finances**

During the financial year, the company has achieved a satisfactory result.

The activity in the Oil and Gas, Wind, Terminal and Agency departments have been high the whole year, which has positively affected the result in all business units.

The primarily focus has been on maintaining a high service level, despite the high activity level and this has indeed succeeded.

#### Profit/loss for the year in relation to expected developments

The profit is higher than expected in the budgets for 2020 and this is mostly due to the high activity in all business areas and at the Port of Esbjerg.

#### Outlook

We expect a positive result for 2021 in the range of 2,500 tDKK to 5,000 tDKK despite COVID-19.

#### **Environmental performance**

The Company is environmentally conscious and is continuously working to reduce the environmental impact of Corporate operations.

## **Income statement for 2020**

		2020	2019
	Notes	DKK'000	DKK'000
Gross profit/loss		52,954	61,842
Staff costs	1	(44,502)	(54,571)
Depreciation, amortisation and impairment losses	2	(2,209)	(2,596)
Operating profit/loss		6,243	4,675
Other financial income from group enterprises		307	250
Other financial income		56	2
Financial expenses from group enterprises		(123)	(244)
Other financial expenses		(223)	(223)
Profit/loss before tax		6,260	4,460
Tax on profit/loss for the year	3	(1,414)	(997)
Profit/loss for the year	4	4,846	3,463

## **Balance sheet at 31.12.2020**

#### Assets

	Notes	2020 DKK'000	2019 DKK'000
Goodwill		0	0
Intangible assets	5	0	0
Land and buildings		292	813
Other fixtures and fittings, tools and equipment		6,765	6,970
Property, plant and equipment	6	7,057	7,783
Other investments		56	56
Other receivables		3,869	3,783
Financial assets	7	3,925	3,839
Fixed assets		10,982	11,622
Manufactured goods and goods for resale		146	85
Inventories		146	85
Trade receivables		23,164	31,005
Contract work in progress		1,569	749
Receivables from group enterprises		8,174	5,114
Deferred tax	8	416	476
Other receivables		159	139
Prepayments	9	357	328
Receivables		33,839	37,811
Cash		163	84
Current assets		34,148	37,980
Assets		45,130	49,602

#### **Equity and liabilities**

Equity and habilities		2020	2040
	Notes	2020 DKK'000	2019 DKK'000
Contributed capital	10	1,325	1,325
Retained earnings		15,632	12,786
Proposed dividend		2,000	0
Equity		18,957	14,111
Lease liabilities		2,631	3,538
Other payables		0	536
Non-current liabilities other than provisions	11	2,631	4,074
Current portion of non-current liabilities other than provisions	11	907	894
Bank loans		1,753	7,635
Prepayments received from customers		332	111
Contract work in progress		9	1,020
Trade payables		5,479	8,487
Joint taxation contribution payable		1,354	1,153
Other payables		13,708	12,117
Current liabilities other than provisions		23,542	31,417
Liabilities other than provisions		26,173	35,491
Equity and liabilities		45,130	49,602
Contingent liabilities	13		
Assets charged and collateral	14		
Related parties with controlling interest	15		
Non-arm's length related party transactions	16		
Group relations	17		

# Statement of changes in equity for 2020

	Contributed capital DKK'000	Retained earnings DKK'000	Proposed dividend DKK'000	Total DKK'000
Equity beginning of year	1,325	12,786	0	14,111
Profit/loss for the year	0	2,846	2,000	4,846
Equity end of year	1,325	15,632	2,000	18,957

## **Cash flow statement for 2020**

	Notes	2020 DKK'000	2019 DKK'000
Operating profit/loss	NOLES	6,243	4,675
Amortisation, depreciation and impairment losses		2,209	2,596
Working capital changes	12	1,644	(9,481)
Cash flow from ordinary operating activities		10,096	(2,210)
Financial income received		363	252
Financial expenses paid		(346)	(467)
Taxes refunded/(paid)		(1,153)	(189)
Cash flows from operating activities		8,960	(2,614)
Acquisition etc of property, plant and equipment		(2,164)	(1,805)
Sale of property, plant and equipment		681	75
Acquisition of fixed asset investments		(113)	(109)
Sale of fixed asset investments		27	0
Cash flows from investing activities		(1,569)	(1,839)
Free cash flows generated from operations and		7,391	(4,453)
investments before financing			
Loans raised		0	135
Repayments of loans etc		(1,430)	(870)
Cash flows from financing activities		(1,430)	(735)
Increase/decrease in cash and cash equivalents		5,961	(5,188)
Cash and cash equivalents beginning of year		(7,551)	(2,363)
Cash and cash equivalents end of year		(1,590)	(7,551)
Cash and cash equivalents at year-end are composed of:			
Cash		163	84
Short-term debt to banks		(1,753)	(7,635)
Cash and cash equivalents end of year		(1,590)	(7,551)

## Notes

#### 1 Staff costs

	2020	2019
	DKK'000	DKK'000
Wages and salaries	40,921	50,388
Pension costs	3,027	3,752
Other social security costs	554	431
	44,502	54,571
Average number of full-time employees	63	77

	Remuneration Remuneratio	
	of	of
	management	management
	2020	2019
	DKK'000	DKK'000
Total amount for management categories	780	685
	780	685

#### 2 Depreciation, amortisation and impairment losses

	2020	2019
	DKK'000	DKK'000
Depreciation of property, plant and equipment	2,655	2,624
Profit/loss from sale of intangible assets and property, plant and equipment	(446)	(28)
	2,209	2,596

#### 3 Tax on profit/loss for the year

	1,414	997
Change in deferred tax	60	(156)
Current tax	1,354	1,153
	2020 DKK'000	2019 DKK'000

#### 4 Proposed distribution of profit and loss

	2020 DKK'000	2020 20	2019
		DKK'000	
Ordinary dividend for the financial year	2,000	0	
Retained earnings	2,846	3,463	
	4,846	3,463	

#### 5 Intangible assets

	Goodwill DKK'000
Cost beginning of year	580
Cost end of year	580
Amortisation and impairment losses beginning of year	(580)
Amortisation and impairment losses end of year	(580)
Carrying amount end of year	0

#### 6 Property, plant and equipment

	Other fixtures and fittings,	
	Land and buildings DKK'000	tools and equipment DKK'000
Cost beginning of year	4,908	28,447
Additions	0	2,164
Disposals	(434)	(2,526)
Cost end of year	4,474	28,085
Depreciation and impairment losses beginning of year	(4,095)	(21,477)
Depreciation for the year	(286)	(2,369)
Reversal regarding disposals	199	2,526
Depreciation and impairment losses end of year	(4,182)	(21,320)
Carrying amount end of year	292	6,765
Recognised assets not owned by entity	0	2,810

#### 7 Financial assets

Other investments DKK'000	Other receivables DKK'000		
		56	3,783
		0	113
0	(27)		
56	3,869		
56	3,869		
	investments DKK'000 56 0 0 56		

#### 8 Deferred tax

	2020	2019 DKK'000
	DKK'000	
Intangible assets	18	36
Property, plant and equipment	398	440
Deferred tax	416	476
	2020	2019
Changes during the year	DKK'000	DKK'000
Beginning of year	476	320
Recognised in the income statement	(60)	156
End of year	416	476

The management has per. 31.12.2020 recognized deferred tax asset of DKK 416 thousand based on budgets which support full utilization of the tax asset.

#### 9 Prepayments

Prepayments consist of prepaid insurance, lease payments and licenses.

#### **10 Share capital**

			Nominal	Recorded par
		Par value	value	value
	Number	DKK'000	DKK'000	DKK'000
A-aktier	1,325	1	1,325	1,325
	1,325		1,325	1,325

#### 11 Non-current liabilities other than provisions

	-		Due after
	Due within 12	Due within 12	more than 12
	months	months	months
	2020	2019	2020
	DKK'000	DKK'000	DKK'000
Lease liabilities	907	894	2,631
	907	894	2,631

#### 12 Changes in working capital

	2020	2019
	DKK'000	DKK'000
Increase/decrease in inventories	(61)	27
Increase/decrease in receivables	3,912	(11,007)
Increase/decrease in trade payables etc	(2,207)	1,499
	1,644	(9,481)

#### **13 Contingent liabilities**

	2020	2019
	DKK'000	DKK'000
Recourse and non-recourse guarantee commitments	250	250
Contingent liabilities	250	250

The Entity participates in a Danish joint taxation arrangement where Kristian Svarrer Holding ApS serves as the administration company. According to the joint taxation provisions of the Danish Corporation Tax Act, the Entity is therefore liable for income taxes etc for the jointly taxed entities, and for obligations, if any, relating to the withholding of tax on interest, royalties and dividend for the jointly taxed entities. The jointly taxed entities' total known net liability under the joint taxation arrangement is disclosed in the administration company's financial statements.

#### 14 Assets charged and collateral

The Entity has guaranteed the subsidiary bank loans. The subsidiary bank debt amounts to DKK'000 301.

#### **15 Related parties with controlling interest**

Kristian Svarrer, Esbjerg owns Kristian Svarrer Holding ApS, Esbjerg which owns 70% of Harbour Group Holding ApS, Esbjerg, which owns all shares in the company. Kristian Svarrer thus has a controlling influence on the company.

#### 16 Non-arm's length related party transactions

Only related party transactions not conducted on an arm's length basis are disclosed in the annual report. No such transactions have been conducted in the financial year.

#### **17 Group relations**

Name and registered office of the Parent preparing consolidated financial statements for the largest group: Kristian Svarrer Holding ApS, Esbjerg

Name and registered office of the Parent preparing consolidated financial statements for the smallest group: Harbour Group Holding ApS, Esbjerg

## **Accounting policies**

#### **Reporting class**

This annual report has been prepared in accordance with the provisions of the Danish Financial Statements Act governing reporting class C enterprises (medium).

The accounting policies applied to these financial statements are consistent with those applied last year.

#### **Recognition and measurement**

Assets are recognised in the balance sheet when it is probable as a result of a prior event that future economic benefits will flow to the Entity, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when the Entity has a legal or constructive obligation as a result of a prior event, and it is probable that future economic benefits will flow out of the Entity, and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Measurement subsequent to initial recognition is effected as described below for each financial statement item.

Anticipated risks and losses that arise before the time of presentation of the annual report and that confirm or invalidate affairs and conditions existing at the balance sheet date are considered at recognition and measurement.

Income is recognised in the income statement when earned, whereas costs are recognised by the amounts attributable to this financial year.

#### **Foreign currency translation**

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Receivables, payables and other monetary items denominated in foreign currencies that have not been settled at the balance sheet date are translated using the exchange rate at the balance sheet date. Exchange differences that arise between the rate at the transaction date and the rate in effect at the payment date, or the rate at the balance sheet date, are recognised in the income statement as financial income or financial expenses.

#### **Income statement**

#### Gross profit or loss

Gross profit or loss comprises revenue and other external expenses.

#### Revenue

Revenue from the sale of manufactured goods and goods for resale is recognised in the income statement when delivery is made and risk has passed to the buyer. Revenue is recognised net of VAT, duties and sales discounts and is measured at fair value of the consideration fixed.

Contract work in progress is included in revenue based on the stage of completion so that revenue corresponds to the selling price of the work performed in the financial year.

#### Cost of sales

Cost of sales comprises goods consumed in the financial year measured at cost, adjusted for ordinary inventory writedowns.

#### Other external expenses

Other external expenses include expenses relating to the Entity's ordinary activities, including, expenses for premises, stationery and office supplies, marketing costs, etc. This item also includes writedowns of receivables recognised in current assets.

#### Staff costs

Staff costs comprise salaries and wages, and social security contributions, pension contributions, etc for entity staff.

#### Depreciation, amortisation and impairment losses

Depreciation, amortisation and impairment losses relating to property, plant and equipment comprise depreciation, amortisation and impairment losses for the financial year, calculated on the basis of the residual values and useful lives of the individual assets and impairment testing as well as gains and losses from the sale of property, plant and equipment.

#### Other financial income from group enterprises

Other financial income from group enterprises comprises interest income etc on receivables from group enterprises.

#### Other financial income

Other financial income comprises dividends etc. received on other investments, interest income, net capital or exchange gains on securities, payables and transactions in foreign currencies etc.

#### Financial expenses from group enterprises

Financial expenses from group enterprises comprise interest expenses etc from payables to group enterprises.

#### Other financial expenses

Other financial expenses comprise interest expenses, net capital or exchange losses on securities, payables and transactions in foreign currencies.

#### Tax on profit/loss for the year

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

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

#### **Balance sheet**

#### Goodwill

Goodwill is the positive difference between cost and fair value of assets and liabilities arising from acquisitions. Goodwill is amortised straight-line over its estimated useful life, which is fixed based on the experience gained by Management for each business area. The amortisation periods used are 5 years.

Goodwill is written down to the lower of recoverable amount and carrying amount.

#### Property, plant and equipment

Land and buildings, plant and machinery, and other fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated.

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.

The basis of depreciation is cost less estimated residual value after the end of useful life. Straight-line depreciation is made on the basis of the following estimated useful lives of the assets:

Buildings20 yearsOther fixtures and fittings, tools and equipment2-10 years

Items of property, plant and equipment are written down to the lower of recoverable amount and carrying amount.

#### Receivables

Receivables are measured at amortised cost, usually equalling nominal value, less writedowns for bad and doubtful debts.

#### Other investments

Other investments comprise group enterprises which are measured at cost.

#### Inventories

Inventories are measured at the lower of cost using the FIFO method and net realisable value.

Cost consists of purchase price plus delivery costs.

The net realisable value of inventories is calculated as the estimated selling price less completion costs and costs incurred to execute sale.

#### **Contract work in progress**

Contract work in progress is measured at the selling price of the work carried out at the balance sheet date.

The selling price is measured based on the stage of completion and the total estimated income from the individual contracts in progress. Usually, the stage of completion is determined as the ratio of actual to total budgeted consumption of resources.

If the selling price of a project in progress cannot be made up reliably, it is measured at the lower of costs incurred and net realisable value.

Each contract in progress is recognised in the balance sheet under receivables or liabilities other than provisions,

depending on whether the net value, calculated as the selling price less prepayments received, is positive or negative.

Costs of sales work and of securing contracts, and finance costs are recognised in the income statement as incurred.

#### **Deferred tax**

Deferred tax is recognised on all temporary differences between the carrying amount and the tax-based value of assets and liabilities, for which the tax-based value is calculated based on the planned use of each asset.

Deferred tax assets, including the tax base of tax loss carryforwards, are recognised in the balance sheet at their estimated realisable value, either as a set-off against deferred tax liabilities or as net tax assets.

#### Prepayments

Prepayments comprise incurred costs relating to subsequent financial years. Prepayments are measured at cost.

#### Cash

Cash comprises cash in hand and bank deposits.

#### Dividend

Dividend is recognised as a liability at the time of adoption at the general meeting. Proposed dividend for the financial year is disclosed as a separate item in equity.

#### Lease liabilities

Lease commitments relating to assets held under finance leases are recognised in the balance sheet as liabilities other than provisions, and, at the time of inception of the lease, measured at the present value of future lease payments. Subsequent to initial recognition, lease commitments are measured at amortised cost. The difference between present value and nominal amount of the lease payments is recognised in the income statement as a financial expense over the term of the leases.

#### **Other financial liabilities**

Other financial liabilities are measured at amortised cost, which usually corresponds to nominal value.

#### **Prepayments received from customers**

Prepayments received from customers comprise amounts received from customers prior to delivery of the goods agreed or completion of the service agreed.

#### Joint taxation contributions payable or receivable

Current joint taxation contributions receivable or joint taxation contributions payable are recognised in the balance sheet, calculated as tax computed on the taxable income of the year, which has been adjusted for prepaid tax. For tax losses, joint taxation contributions receivable are only recognised if such losses are expected to be used under the joint taxation arrangement.

#### **Cash flow statement**

The cash flow statement shows cash flows from operating, investing and financing activities, and cash and cash equivalents at the beginning and the end of the financial year.

Cash flows from operating activities are presented using the indirect method and calculated as the operating profit/loss adjusted for non-cash operating items, working capital changes and income taxes paid.

Cash flows from investing activities comprise payments in connection with acquisition and divestment of enterprises, activities and fixed asset investments, and purchase, development, improvement and sale, etc of intangible assets and property, plant and equipment.

Cash flows from financing activities comprise payment of dividend.

Cash and cash equvivalents comprise cash less short-term bank loans.