
CJ Holding ApS

ANNUAL REPORT 2022/23



CJ Holding ApS
Vejlevej 270
7323 Give
CVR No. 17 08 80 76

The Annual Report was presented and approved at the Annual General Meeting of the Company on 3 October 2023.
Chairman: Kenneth Nielsen Leth

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The CJ Holding group

About CJ Holding ApS

CJ Holding is a financially strong and innovative Danish company that invests in well-managed companies primarily offering green solutions and products.

CJ Holding highly believes in developing and involving ownership and the importance of employees. Our companies are currently based in Scandinavia, Germany and in the US and the group's solutions and products are exported worldwide.

Business review

The company's primary activity is to hold equity investments in companies in different sectors as well as financial activities.

The group's main areas of business in 2022/23 have been the wind turbine industry, technical products and woodwares.

The parent company is the holding company of the CJ Holding group. The company is responsible for group management and the overall administration.

Profit for the year

Total balance sheet

Solvency ratio

Employees

78.9
MDKK

2,040
MDKK

43%

736

Despite numerous challenges this year was again a successful and exciting year

The financial year 2022/23 was yet again another unusual year. The war in Ukraine led to an un-foreseen energy crisis causing a massively increasing inflation rate and Central Banks worldwide introduced rapidly increasing interest rates. This again led to continued challenges requiring us to react to the development extremely fast and daily. In Spring 2022, the Group initiated its largest ever investment in the strategic build-out of the manufacturing facilities at Welcon in Give, Denmark valuing more than 1 billion DKK. Despite the challenges in the business environment the build-out was executed to plan and will be finalized end of 2023 ensuring Welcon to be a world class supplier of products needed to support the green transition both today and into the future.



Carsten Risvig Pedersen
Chairman of the board

Jens Risvig Pedersen
CEO

Financial review

The group's income statement for the year ended 31 May 2023 shows a profit of DKK 78,911 thousand, and the balance sheet at 31 May 2023 shows an equity of DKK 877,954 thousand which is in line with expectations.

The activities in the group have generally developed positively, and the profit for the year is considered overall satisfactory.

The year at a glance

Our subsidiary companies have shown strength to a great extent facing numerous challenges throughout the year. Welcon, Superwood, Byggros and Gamekeeper & Buhls Jagtrejser have achieved satisfactory results despite these challenges.

2022/23 was a very challenging year for all our employees. To maintain a strong customer focus during world-wide crises was only possible due to our dedicated and hard-working employees and your efforts made us very proud.

We would also like to take the opportunity to thank our customers and business partners for the good co-operation in the past year. The crises we have faced together we believe also strengthened our partnerships and we look forward to continuing to develop and expand these into the future.

We are looking forward to the coming year and remain highly positive on the future possibilities within the Group.

We invest in well-managed companies primarily offering green solutions and products

Business outlooks

The Management expects the financial statements for 2023/24 to show a revenue growth of 20-25 % and an EBITDA growth of 40-50 %.

The Management expects that the group's current banking arrangements will be maintained at an unchanged level so that the group's future financing is secured.

Post-balance sheet events

From the balance sheet date to the present, no events have occurred that upset the assessment of the annual report.

Special risks including business and financial risks

Operating risks

The group's risks in relation to operations are mainly related to changes in revenue and contribution margin of products sold. The group regularly hedges operating risks by focusing on the group's core competences regarding sales, purchase and production of high-quality products.

Currency risks

The group's customers are primarily invoiced in DKK or EUR whereas the group's primary costs are in DKK or EUR. Currency risks are low and these risks are only hedged in special isolated cases.

Credit risks

Credit risks are related to the value of the current assets.

Economic development over the last 5 years

Seen over a 5-year period, the development of the Group may be described by means of the following financial highlights:

	Group				
	2022/23	2021/22	2020/21	2019/20	2018/19
	DKK'000	DKK'000	DKK'000	DKK'000	DKK'000
Key figures					
Profit/loss					
Revenue	1,349,571	1,084,307	1,059,224	879,484	834,098
Gross profit	542,453	457,030	397,515	342,338	329,898
Profit/loss before amortisation/ depreciation and impairment losses	121,461	129,853	90,285	64,950	68,248
Operating profit	72,859	102,421	53,564	4,117	1,742
Net financials	7,155	(3,630)	237,718	58	4,230
Profit/loss for the year	78,911	83,882	283,974	6,213	13,994
Balance sheet					
Balance sheet total	2,040,495	1,493,726	1,278,592	798,126	805,257
Investment in property, plant and equipment	(522,215)	(192,257)	(65,322)	(45,231)	(69,095)
Equity	877,954	805,712	743,729	414,460	317,490
Financial ratios					
EBIT margin	6.9%	9.9%	5.4%	1.1%	1.8%
Return on assets	5.3%	7.7%	5.5%	1.2%	2.0%
Solvency ratio	43.0%	53.9%	58.2%	51.9%	39.4%

The financial ratios are calculated in accordance with the Danish Finance Society's recommendations and guidelines. For definitions, see the summary of significant accounting policies.

Revenue

1,350

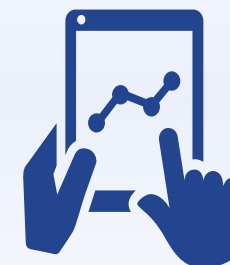
MDKK



Balance sheet total

2,040

MDKK



Equity

878

MDKK



Selected companies owned by CJ Holding ApS

CJ Holding ApS directly and indirectly holds shares in 31 companies and has 10 companies in which it owns 100 %.



Welcon Group is a leading manufacturer of large steel structures for the renewable energy industry. The group's purpose is development activities, trading activities and production activities in connection with e.g. towers for wind turbines and floating foundations.

Key figures 2022/23 (DKK'000)

Welcon Group A/S Group	
Gross profit:	410,567
Total balance sheet:	1,680,834
Equity:	401,108
Employees:	605
Founded in:	2008



BG group is a growing environmentally friendly company group with a focus on sustainable and innovative solutions for the construction sector in the Nordic countries. BG group was founded in 2008 but its roots reach back to 1924. Today, BG group's domicile is in Odense, Denmark. The group consists of commercial companies that sell construction material to the construction sector.

Byggros Holding A/S Group	
Gross profit:	69,743
Total balance sheet:	127,315
Equity:	65,650
Employees:	79
Founded in:	1924



Superwood provides high-quality wood products within primarily cladding solutions. Superwood provides a durable and sustainable alternative to conventional vacuum- and pressure impregnation – without heavy metals and with minimum use of wood impregnation products. Superwood remains the only company in the world that masters this one of a kind technology.

Superwood A/S Group	
Gross profit:	23,946
Total balance sheet:	57,941
Equity:	37,113
Employees:	31
Founded in:	2002



Gamekeeper & Buhls Jagtrejser is a Danish hunting company that arranges amazing hunts all over the world. The company focuses on the joy of hunting, and the customers notice the experienced hunters' dedication as they have had hunting and nature experiences as a lifestyle and passion for many years.

Gamekeeper & Buhls Jagtrejser A/S	
Gross profit:	3,015
Total balance sheet:	10,733
Equity:	2,207
Employees:	6
Founded in:	2006

Welcon Group A/S Group produces towers and floating foundations for wind turbines in the renewable energy sector

Welcon is one of the leading manufacturers and has delivered a significant part of towers for offshore wind turbines to the European market. The installed base over the past 11 years produces more than 46,000 GWh annually equaling the annual electricity use for 8.8 million private households.

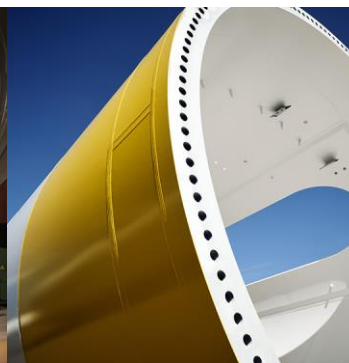
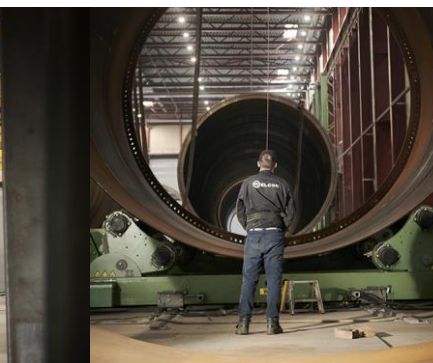
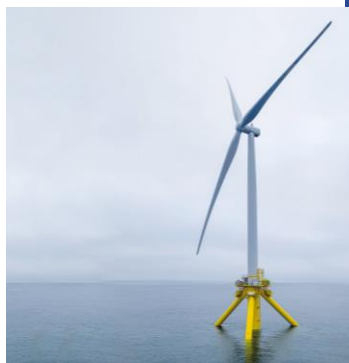
Welcon is a strong, experienced, and innovative player in the renewable energy industry. On a continuous basis we expand and develop our state-of-the-art factory to meet market demand for even larger wind turbines and floating foundations. Through application of robotic technologies and a skilled workforce with strong competences, we achieve a market leading position.

Welcon continued the strategic buildout of our production facilities leading to a total investment of DKK 1 billion once completed in December 2023. The expansion is 36,000 m² of buildings in total and 45,000 m² of new hard brick surface storage area, increasing the factory to a total of 106,000 m² under roof and 180,000 m² of hard brick surface storage area.

Welcon has a business strategy to grow with the market and our customer's needs. The world needs green solutions now to solve the problem with climate changes and dependency on fossil fuels.



Gross profit	Total balance sheet	Equity	Solvency ratio
410.6	1,680.8	401.1	23.9%
MDKK 2022/23	MDKK 31.05.2023	MDKK 31.05.2023	



Byggros Holding A/S Group supplies sustainable and innovative solutions to the construction industry

BG group is a growing environmentally friendly company group that focuses on sustainable and innovative solutions for the construction industry in the Nordic countries.

BG group consists of nine companies. Byggros Holding A/S is the administration company of the other eight sales companies that sell construction material to the construction industry in Denmark, Sweden and Norway.

Furthermore, technical articles, CO₂-reducing heating solutions, different types of plastic membranes and customized growth media are sold.

BG group was founded in 2008 but its roots reach back to 1924. Today, the BG group's domicile is in Odense, Denmark.



Gross profit

69.7

MDKK

2022/23 (Group)

Total balance sheet

127.3

MDKK

31.05.2023 (Group)

Equity

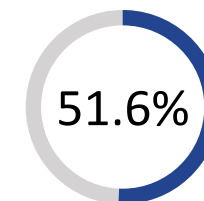
65.7

MDKK

31.05.2023 (Group)

Solvency ratio

51.6%



Superwood A/S Group has created the world's best board; not only beautiful, but durable and sustainable in every aspect

Superwood Group manufactures and sells sustainable wooden solutions for primarily claddings. The products are characterized in that they have a unique and environmentally friendly impregnation, a multiplied durability and minimal maintenance.

The Group was founded on the purpose of creating something that did not already exist based on a unique process technology and a fully automated plant.

We succeeded in creating a durable and sustainable alternative to conventional vacuum- and pressure impregnation – without heavy metals and with minimum use of wood impregnation products. We are still the only company worldwide that masters this technology.

We care about each other and the environment, and only the best and most sustainable is acceptable to us.



Gross profit

23.9

MDKK
2022/23

Total balance sheet

57.9

MDKK
31.05.2023

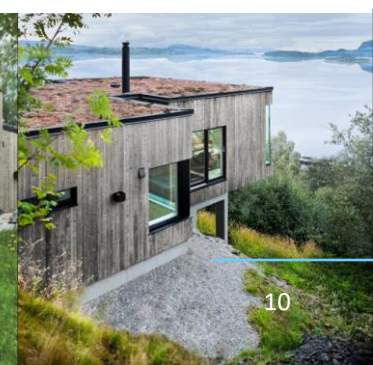
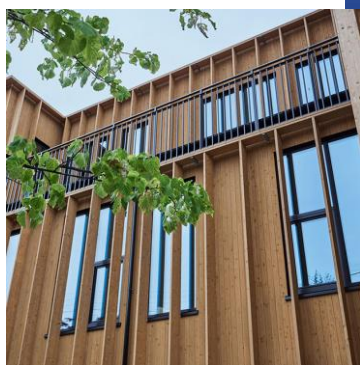
Equity

37.1

MDKK
31.05.2023

Solvency ratio

64.1%



Gamekeeper & Buhls Jagtrejser A/S creates unique tours and experiences

Gamekeeper & Buhls Jagtrejser A/S is a hunting company that focuses on the customer's interest in hunting. At Gamekeeper & Buhls, our dedicated and experienced team customizes hunting tours and we offer a wide range of amazing hunting tours.

We aim to ensure that our customers have a fantastic experience, from overnight stay and meals to the actual hunt. We have selected hunting preserves that we have checked and approved ourselves.



Gross profit

3.0

MDKK
2022/23

Total balance sheet

10.7

MDKK
31.05.2023

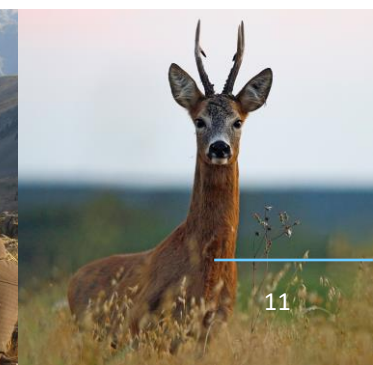
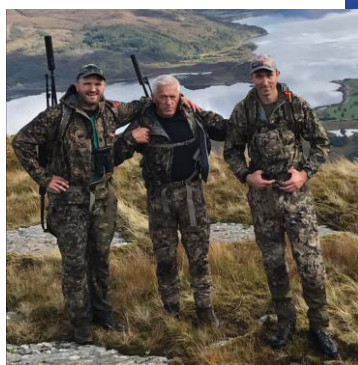
Equity

2.2

MDKK
31.05.2023

Solvency ratio

20.6%



E

Environment



S

Social



G

Governance



The CJ Holding group is socially responsible

Statutory report on corporate social responsibility

The group's business model

The group's main activities are steel production for among other things wind turbine towers, production of woodwares and sale of plant technical products.

The group works with technologically specialized products that, to a high degree, are environmentally friendly.

The group's corporate social responsibility policies

The group recognizes the UN's and ILO's declarations of human rights, labour rights, environment and anti-corruption. Written guidelines and the development of systems and procedures to help comply with this are not fully implemented.

Environmental and climatic policies

The group's activities take place in accordance with environmental approvals received.

The group wants to reduce the environment and climate impact as much as possible through relevant investment in new technology and production of products that have a positive impact on the environment when used.

There is a focus on solar cell plants and the use of LED lighting in the group's production facilities just like purchased electricity primarily is produced by wind turbines. The group's production facilities are equipped with own biofuel plant which to a high degree uses residual products from the group's production of woodwares in the process. Also, part of the group's production facilities are equipped with solar cells plants.

By focusing on sustainability, the Superwood Group is both EPD and FSC® certified and provides eco-friendly woodwares and future-proof solutions.

The BG Byggros group has kept up with the green development and is today a specialized wholesaler within the construction industry with a large focus on environmentally friendly products and solutions.

Welcon Group is the world leader in offshore towers. Today, the installed base over the past 11 years produces more than 46,000 GWh annually equaling approximately the annual electricity use of 8.8 million private households.

Social policies

The group wants to ensure a good working environment and handle absence due to sickness to prevent that the employees are worn out. Furthermore, the group strives to give people who find themselves on the edge of the labour market a chance through various introduction courses. We strive to achieve a goal of 0.3 % absence due to work related accidents. This year we achieved 0.5 %, which is too high and an increase compared to last year. This is caused by the increase of employees by more than 30 % in Welcon despite continuously increased focus and implementing numerous activities. Regarding absence due to sickness our goal is 3.0 % and the achieved level was 3.6 %. This is a decrease compared to last year.

Human right policies

The group does not accept violations of human rights in its own companies or In terms of suppliers. This is ensured through relevant and responsible supplier management.

Anti-corruption and bribery policies

The group does not accept corruption or bribery.

Data ethics

The group does not use advanced technologies such as artificial intelligence or machine learning. The group handles general data in the form of customer data and employee data. Data is processed in accordance with GDPR regulation and our internal policies for privacy and information security. Given the limited processing of data, it is the group's assessment that a policy on data ethics is presently unnecessary. The group will continuously evaluate whether a policy is a requirement going forward.



Our goal is an equal gender distribution at management levels

Statutory disclosure of the under-represented gender

Gender representation in management

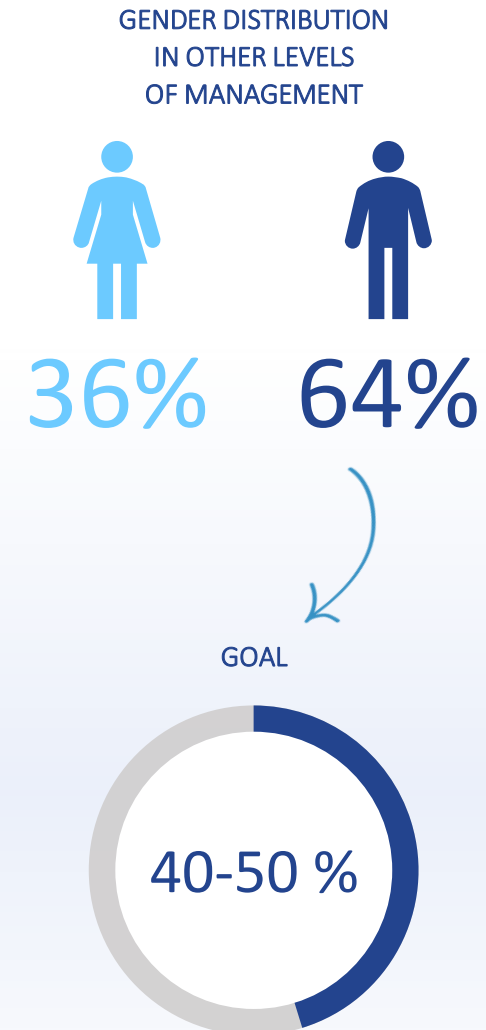
The group strives to achieve an equal gender distribution in the group's top management. The board of directors consists of three people, namely the group's owners and a lawyer.

It is not possible to achieve an equal gender distribution with the current number of board members. A more equal distribution requires a replacement of a board member which is not planned. The board of directors expects that it will be possible to achieve a more equal gender distribution in the board of directors over the next 10-15 years.

In terms of other levels of management, the group's policy is to reach 40-50 % as regards the under-represented gender. The current distribution is approximately 36 % as regards the under-represented gender, which is close to the goal and at the same level as last year. We expect that it will be possible to achieve a more equal gender distribution over the next 2-3 years.

The group aims to increase the percentage of the under-represented gender by:

- Maintaining a personnel policy that makes the group interesting regardless of gender.
- Recruiting relevant candidates of both genders for management jobs.
- Training relevant and future managers.



ESG key figures (consolidated)

ENVIRONMENT			
ENVIRONMENT	Unit	2022/23	Accounting practices
CO₂ – Emissions (ton)			
Vehicles and trucks	tCO ₂ e	1,360	
Electric power	tCO ₂ e	1,657	
Heating	tCO ₂ e	891	
Energy			
Energy consumption	MWh	11,049	
Energy consumption / mio. revenue	Ratio	0.82	
Biofuel	Ton	792	
Fuel oil	Litre	18,824	
Resources			
Water consumption	M ³	9,918	
Waste	Ton	9,622	Welcon Group only
Waste recycled	%	96.8	
Hazardous waste	Ton	10.5	
Hazardous waste	%	0.1	



ESG key figures (consolidated)

SOCIAL DATA			
SOCIAL DATA	Unit	2022/23	Accounting practices
Diversity			
Full-time employees, end of the period	#	816	Number of full-time employees. Calculated excluding temporary and short-term employments
Blue collar workers	%	88	% of total employees
White collar workers	%	12	% of total employees
Gender diversity overall	%	8	All CJ Group employees
Gender diversity, management level	%	36	Management including executive mgmt. and mgmt. group
Occupational health and safety			
Absence ratio related to sickness	%	3.6	Sickness related absence (excl. absence due to sick children and maternity leave)
Absence ratio related to work accidents	%	0.5	Total number of working hours / absence related to work accidents



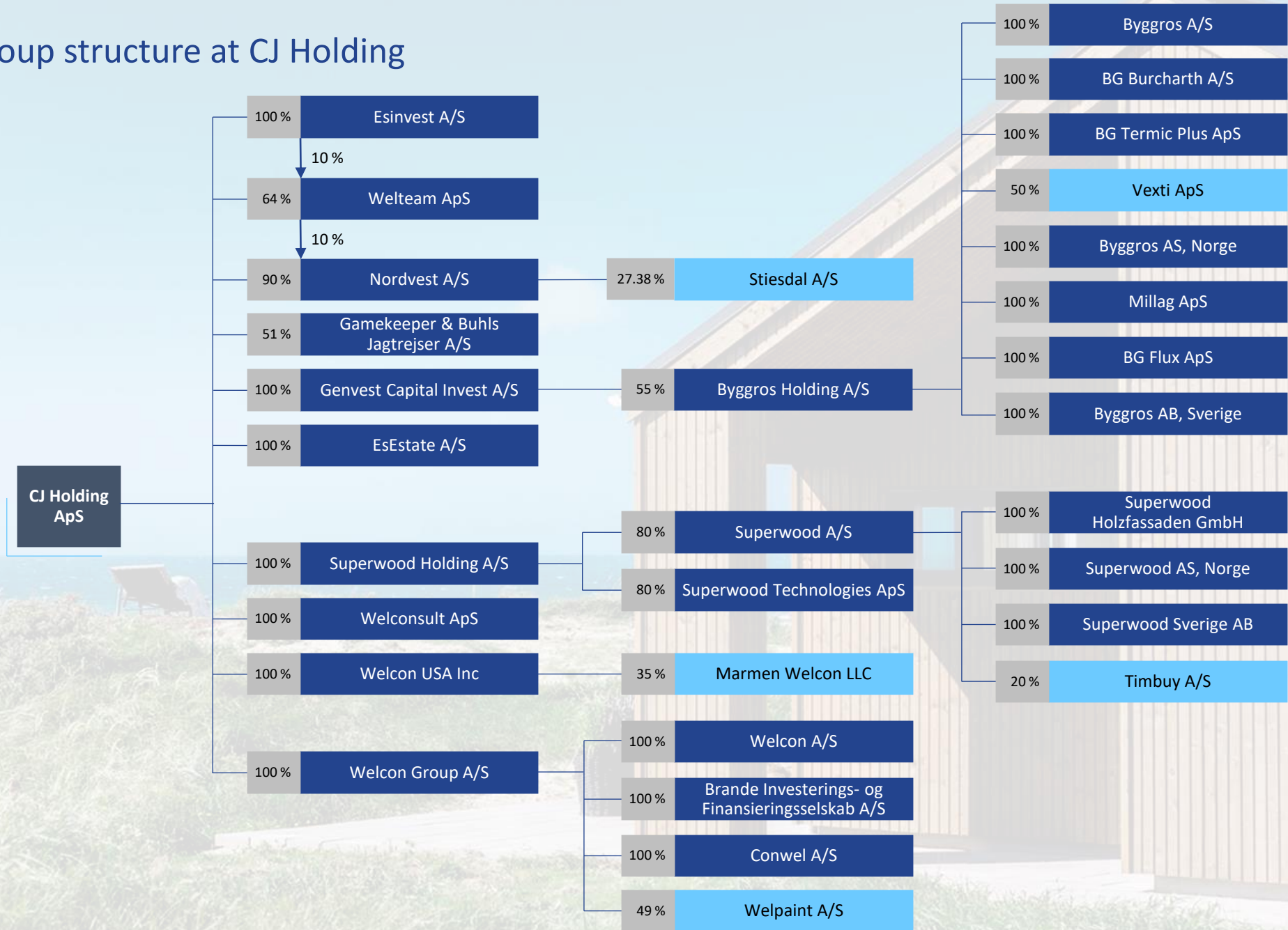
ESG key figures (consolidated)

ESG key figures (consolidated)			
GOVERNANCE	Unit	2022/23	Accounting practices
Occupational health and safety			
Members of the board of directors	#	3	Number of board members
Board meetings	#	6	Number of board meetings held
Board meeting attendance	%	100	Number of board meetings attended relative to board meetings held
Gender diversity, board of directors	%	0	Distribution of women and men in the board of directors
Risk and regulation			
Whistleblower reports	#	0	Whistleblower reports within correct use of the whistleblower scheme
Whistleblower cases resolved	%	100	Number of whistleblower reports relative to reports resolved

As part of our effort as a socially responsible company and group, we have decided, as a part of our journey, to report on selected and relevant ESG figures as part of our annual report. We know that the figures are not complete as we continue to map our value chains and collect relevant ESG figures in this respect. The presented ESG figures are prepared in accordance with current instructions from the Danish Business Authorities and FSR.

For a more detailed overview of our ESG efforts and performance, we refer to the specific annual reports for each of our subsidiary companies, Welcon Group A/S, CVR no. 43 85 11 52, Superwood A/S, CVR no. 26 43 46 02, and Byggros Holding A/S, CVR no. 18 26 25 84. These reports provide insights into our progress and initiatives aimed at creating a positive impact on the environment, society, and corporate governance.

Group structure at CJ Holding



ANNUAL REPORT 2022/23



Income statement

1 June 2022 – 31 May 2023

	Note	Group		Parent company	
		2022/23 DKK'000	2021/22 DKK'000	2022/23 DKK'000	2021/22 DKK'000
Revenue	1	1,349,571	1,084,307	19,621	14,001
Other operating income		20,907	4,940	0	0
Raw materials and consumables		(685,227)	(502,733)	0	0
Other external expenses		(142,798)	(129,484)	(5,926)	(5,469)
Gross profit		542,453	457,030	13,695	8,532
Staff costs	2	(420,992)	(327,177)	(17,855)	(13,411)
Profit/loss before amortisation/depreciation and impairment losses		121,461	129,853	(4,160)	(4,879)
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment		(27,695)	(22,492)	(77)	0
Other operating costs		(388)	(297)	0	0
Profit/loss before net financials		93,378	107,064	(4,237)	(4,879)
Income from investments in subsidiaries		0	0	73,934	78,803
Income from investments in associates		782	646	0	0
Fair value adjustments of participating interests		203	0	0	0
Financial income	3,4	19,836	2,861	6,812	2,761
Financial costs	5	(13,666)	(7,137)	(6,269)	(1,972)
Profit before tax		100,533	103,434	70,240	74,713
Tax on profit for the year	6	(21,622)	(19,552)	799	893
Profit for the year		78,911	83,882	71,039	75,606
Minority interests' share of net profit of subsidiaries		(7,872)	(8,276)		
		71,039	75,606		
Distribution of profit	7				

Balance sheet at 31 May 2023

	Note	Group		Parent company	
		2023	2022	2023	2022
		DKK'000	DKK'000	DKK'000	DKK'000
Assets					
Software		4,009	4,056	0	0
Acquired patents		1,327	805	0	0
Goodwill		10,235	13,623	0	0
Intangible assets	8	15,571	18,484	0	0
Land and buildings		647,332	293,759	0	0
Plant and machinery		222,564	104,400	0	0
Other fixtures and fittings, tools and equipment		33,583	15,688	942	0
Leasehold improvements		13,914	15,165	0	0
Property, plant and equipment in progress		9,231	5,163	0	0
Prepayments for property, plant and equipment		94,790	114,737	0	0
Tangible assets	9	1,021,414	548,912	942	0
Investments in subsidiaries	10	0	0	942,681	871,350
Participating interests	11	430,904	410,890	0	0
Investments in associates	12	2,614	1,832	0	0
Receivables from subsidiaries	13	0	0	41,656	40,936
Other receivables	13	7,277	8,136	0	0
Deposits	13	2,167	2,179	0	0
Fixed asset investments		442,962	423,037	984,337	912,286
Total non-current assets		1,479,947	990,433	985,279	912,286

Balance sheet at 31 May 2023 (continued)

	Group		Parent company		
	Note	2023	2022	2023	2022
		DKK'000	DKK'000	DKK'000	DKK'000
Assets					
Raw materials and consumables		11,026	11,169	0	0
Work in progress		179,930	160,606	0	0
Finished goods and goods for resale		60,209	64,305	0	0
Stocks		251,165	236,080	0	0
Trade receivables		217,564	187,605	0	0
Receivables from group entities		0	0	24,912	7,498
Receivables from associates		1,048	0	0	0
Other receivables		14,738	10,800	2,262	2,609
Corporation tax		1,694	0	1,694	41
Joint taxation contributions receivable		0	0	12,441	26,959
Prepayments	14	12,440	10,357	1,698	2,096
Receivables		247,484	208,762	43,007	39,203
Current asset investments	15	11,834	9,987	11,834	9,987
Securities		11,834	9,987	11,834	9,987
Cash at bank and in hand		50,065	48,464	54	24,688
Total current assets		560,548	503,293	54,895	73,878
Total assets		2,040,495	1,493,726	1,040,174	986,164

Balance sheet at 31 May 2023

	Note	Group		Parent company	
		2023	2022	2023	2022
		DKK'000	DKK'000	DKK'000	DKK'000
Equity and liabilities					
Share capital		4,000	4,000	4,000	4,000
Reserve for net revaluation under the equity method		0	0	199,701	334,566
Reserve for current value of hedging		0	15	0	0
Retained earnings		840,179	770,853	640,478	436,302
Non-controlling interests		33,775	30,844	0	0
Equity	16	877,954	805,712	844,179	774,868
Provision for deferred tax	17	25,135	4,250	341	443
Other provisions	18	4,187	4,187	0	0
Total provisions		29,322	8,437	341	443
Banks		224,556	389	0	0
Mortgage loans		80,629	185,539	0	0
Lease obligations		54,070	0	0	0
Corporation tax		0	3,138	0	3,138
Joint taxation contributions payable		0	0	7,804	3,986
Other payables		23,712	19,742	167	0
Total non-current liabilities	19	382,967	208,808	7,971	7,124

Balance sheet at 31 May 2023 (continued)

	Note	Group		Parent company	
		2023	2022	2023	2022
		DKK'000	DKK'000	DKK'000	DKK'000
Equity and liabilities					
Short-term part of long-term debt	19	31,854	7,825	0	0
Banks		9,543	32,851	10	0
Prepayments received from customers		675	3,184	0	0
Trade payables		348,860	295,441	10,263	14,621
Payables to group entities		0	0	172,708	184,637
Payables to associates		0	350	0	0
Payables to shareholders and management		0	520	0	520
Corporation tax		607	0	0	0
Joint taxation contributions payable		0	0	3,707	2,226
Other payables		81,670	98,213	931	1,725
Deferred income	20	277,043	32,385	64	0
Total current liabilities		750,252	470,769	187,683	203,729
Total liabilities		1,133,219	679,577	195,654	210,853
Total equity and liabilities		2,040,495	1,493,726	1,040,174	986,164
Contingent liabilities	21				
Mortgages and collateral	22				
Related parties and ownership structure	23				
Fee to auditors appointed at the general meeting	24				

Statement of changes in equity

Group

	Share capital	Reserve for current value of hedging	Retained earnings	Non- controlling interests	Total
Equity at 1 June 2022	4,000	15	770,853	30,844	805,712
Exchange rate adjustment	0	0	(1,728)	(691)	(2,419)
Change in minority shares	0	0	0	(4,250)	(4,250)
Fair value adjustment of hedging instruments	0	(15)	15	0	0
Net profit/loss for the year	0	0	71,039	7,872	78,911
Equity at 31 May 2023	4,000	0	840,179	33,775	877,954

Parent company

	Share capital	Reserve for net revaluation under the equity method	Retained earnings	Total
Equity at 1 June 2022	4,000	334,566	436,302	774,868
Net effect from group restructuring	0	(206,594)	206,594	0
Net profit/loss for the year	0	73,457	(2,418)	71,039
Equity movements in subsidiaries, net	0	(1,728)	0	(1,728)
Equity at 31 May 2023	4,000	199,701	640,478	844,179

Cashflow statement 1 June 2022 – 31 May 2023

	Group		
	Note	2022/23	2021/22
		DKK'000	DKK'000
Net profit/loss for the year		78,911	83,882
Adjustments	25	24,183	45,674
Change in working capital	26	230,012	61,925
Cash flows from operating activities before financial income and expenses		333,106	191,481
Interest income and similar income		19,836	2,861
Interest expenses and similar charges		(13,666)	(7,137)
Cash flows from ordinary activities		339,276	187,205
Corporation tax paid		(7,382)	(17,523)
Cash flows from operating activities		331,894	169,682
Purchase of intangible assets		(972)	(3,096)
Purchase of property, plant and equipment		(522,215)	(192,257)
Fixed asset investments made etc		(19,811)	0
Sale of property, plant and equipment		43,882	32,292
Adjustment deposits, receivables		12	(2,193)
Other receivables, non-current		859	(168)
Cash flows from investing activities		(498,245)	(165,422)

Cashflow statement 1 June 2022 – 31 May 2023 (continued)

	Group		
	Note	2022/23	2021/22
		DKK'000	DKK'000
Repayment of mortgage loans		(106,968)	0
Repayment of loans from credit institutions		0	(17,260)
Raising of mortgage loans		0	79,264
Raising of loans from credit institutions		242,652	0
Lease liabilities assumed		61,673	0
Change in overdraft facility		(23,308)	(10,085)
Dividend paid		(4,250)	(23,350)
Cash flows from financing activities		169,799	28,569
Change in cash and cash equivalents		3,448	32,829
Cash at bank and in hand		48,464	13,924
Current asset investments		9,987	11,698
Cash and cash equivalents at 1 June 2022		58,451	25,622
Cash and cash equivalents at 31 May 2023		61,899	58,451
Analysis of cash and cash equivalents:			
Cash at bank and in hand		50,065	48,464
Current asset investments		11,834	9,987
Cash and cash equivalents at 31 May 2023		61,899	58,451

Notes to the annual report

	Group		Parent company	
	2022/23	2021/22	2022/23	2021/22
	DKK'000	DKK'000	DKK'000	DKK'000
1 Revenue				
Wind turbine industry	989,653	708,872	0	0
Facility technical products	237,752	217,428	0	0
Travel activities	16,160	16,731	0	0
Other revenue	2,211	5,137	0	0
Wood products	103,795	136,139	0	0
Intra-group revenue	0	0	19,621	14,001
Total revenue	1,349,571	1,084,307	19,621	14,001
2 Staff costs				
Wages and salaries	386,433	301,261	16,614	11,925
Pensions	28,980	21,671	1,133	1,412
Other social security costs	5,579	4,245	108	74
	420,992	327,177	17,855	13,411
Including remuneration to the Executive board and Board of directors	3,006	2,100	3,006	2,100
Average number of employees	736	564	14	12

3 Special items

Group

An exchange gain of DKK 15,529 thousand, regarding refinancing of long-term loans, has been recognised in financial income.

Notes to the annual report

	Group		Parent company	
	2022/23	2021/22	2022/23	2021/22
	DKK'000	DKK'000	DKK'000	DKK'000

4 Financial income

Interest received from group entities	0	0	4,712	1,817
Other financial income	19,836	2,861	2,100	944
	19,836	2,861	6,812	2,761

5 Financial costs

Interest expenses to group entities	0	0	5,326	1,281
Other financial expenses	13,666	7,137	943	691
	13,666	7,137	6,269	1,972

6 Tax on profit for the year

Current tax for the year	755	6,068	(680)	(1,217)
Deferred tax for the year	20,885	13,361	(102)	324
Adjustment of tax concerning previous years	(18)	0	(17)	0
Adjustment of deferred tax concerning previous years	0	123	0	0
	21,622	19,552	(799)	(893)

Notes to the annual report

Parent company	
2022/23	2021/22
DKK'000	DKK'000

7 Distribution of profit

Extraordinary dividend for the year	0	20,000
Reserve for net revaluation under the equity method	73,457	41,343
Retained earnings	(2,418)	14,263
	71,039	75,606

8 Intangible assets

Group

	Software	Acquired patents	Goodwill
Cost at 1 June 2022	11,256	805	93,387
Additions for the year	450	522	0
Disposals for the year	(3,100)	0	(800)
Cost at 31 May 2023	8,606	1,327	92,587
Impairment losses and amortisation at 1 June 2022	7,200	0	79,764
Amortisation for the year	497	0	3,388
Reversal of impairment and amortisation	(3,100)	0	(800)
Impairment losses and amortisation at 31 May 2023	4,597	0	82,352
Carrying amount at 31 May 2023	4,009	1,327	10,235

Notes to the annual report

9 Tangible assets

Group	Land and buildings	Plant and machinery	Other fixtures and fittings, tools and equipment	Leasehold improvements	Property, plant and equipment in progress	Prepayments for property, plant and equipment
Cost at 1 June 2022	516,793	308,512	30,350	15,554	5,163	114,737
Exchange rate adjustment	(173)	0	(62)	0	0	0
Additions for the year	289,926	123,370	20,371	321	4,766	83,461
Disposals for the year	(89,090)	(1,064)	(765)	0	0	0
Transfers for the year	98,416	4,992	698	0	(698)	(103,408)
Cost at 31 May 2023	815,872	435,810	50,592	15,875	9,231	94,790
Impairment losses and depreciation at 1 June 2022	223,034	204,112	14,662	389	0	0
Exchange rate adjustment	0	0	(60)	0	0	0
Depreciation for the year	9,459	9,889	2,890	1,572	0	0
Reversal of impairment and depreciation of sold assets	(63,953)	(755)	(483)	0	0	0
Impairment losses and depreciation at 31 May 2023	168,540	213,246	17,009	1,961	0	0
Carrying amount at 31 May 2023	647,332	222,564	33,583	13,914	9,231	94,790
Value of leased assets	0	70,536	0	0	0	25,499

Notes to the annual report

9 Tangible assets (continued)

Parent company

	Other fixtures and fittings, tools and equipment
Cost at 1 June 2022	255
Additions for the year	1,019
Cost at 31 May 2023	1,274
Impairment losses and depreciation at 1 June 2022	255
Depreciation for the year	77
Impairment losses and depreciation at 31 May 2023	332
Carrying amount at 31 May 2023	942

Notes to the annual report

	Parent company	
	2023	2022
	DKK'000	DKK'000
10 Investments in subsidiaries		
Cost at 1 June 2022	536,812	477,162
Exchange rate adjustment	10	6
Contribution	11,000	63,039
Additions for the year	0	25
Disposals for the year	(7,656)	(3,420)
Transfers for the year	202,814	0
Cost at 31 May 2023	742,980	536,812
Revaluations at 1 June 2022	334,538	292,427
Disposals for the year	(3,780)	(37,669)
Exchange rate adjustment	(1,738)	(123)
Transfers for the year	(202,814)	0
Net profit/loss for the year	73,934	78,803
Fair value adjustment of hedging instruments for the year	0	913
Equity investments with negative net asset value amortised over receivables	(439)	187
Revaluations at 31 May 2023	199,701	334,538
Carrying amount at 31 May 2023	942,681	871,350

Notes to the annual report

Investments in subsidiaries are specified as follows:

Name	Registered office	Ownership interest
EsEstate A/S	Vejle	100%
Esinvest A/S	Vejle	100%
Welcon Group A/S	Vejle	100%
- Welcon A/S	Vejle	100%
- Brande Investerings- og Finansieringsselskab A/S	Vejle	100%
- Conwel A/S	Vejle	100%
Nordvest A/S	Vejle	97.4%
Welcon USA Inc	Delaware	100%
Welconsult ApS	Vejle	100%
Welteam ApS	Vejle	74%
Gamekeeper & Buhls Jagtrejser A/S	Vejle	51%
Superwood Holding A/S	Vejle	100%
- Superwood A/S	Ikast-Brande	80%
- Superwood AS, Norge	Spydeberg	80%
- Superwood Sverige AB	Malmø	80%
- Superwood Holzfassaden GmbH	Pinneberg	80%
- Superwood Technologies ApS	Ikast-Brande	80%
Genvest Capital Invest A/S	Vejle	100%
- Byggros Holding A/S	Odense	55%
- Byggros A/S	Odense	55%
- BG Burcharth A/S	Odense	55%
- BG Termic Plus ApS	Odense	55%
- Millag ApS	Odense	55%
- BG Flux ApS	Odense	55%
- Byggros AS, Norge	Oslo	55%
- Byggros AB, Sverige	Malmø	55%

Notes to the annual report

	Group		Parent company	
	2023	2022	2023	2022
	DKK'000	DKK'000	DKK'000	DKK'000
11 Participating interests				
Cost at 1 June 2022	117,712	117,712	0	0
Additions for the year	19,811	0	0	0
Cost at 31 May 2023	137,523	117,712	0	0
Revaluations at 1 June 2022	293,178	293,178	0	0
Fair value adjustment for the year recognised in the income statement	203	0	0	0
Revaluations at 31 May 2023	293,381	293,178	0	0
Carrying amount at 31 May 2023	430,904	410,890	0	0

The fair value is determined based on transactions made and generally accepted valuation methods and reasonable estimates made on the basis of non-observable market information based on future cash flows the participating interest is expected to generate discounted with a WACC. A change in the expected cash flow in the participating interest or a change in the required rate of return may have a significant effect on the fair value. An increase of 1 % in the required rate of return will change the value by DKK (21,000) thousand while a decrease of 1 % will change the value by DKK 90,000 thousand.

Group

Investments in participating interests are specified as follows:

Name	Registered office	Ownership interest	Equity	Profit/loss for the year
Stiesdal A/S	Odense	26.67%	598,613	7,534
Welpaint A/S	Vejle	49%	35,866	415
Marmen Welcon LLC	Delaware	35%	6,885	(89)

Notes to the annual report

Group		Parent company	
2023	2022	2023	2022
DKK'000	DKK'000	DKK'000	DKK'000

12 Investments in associates

Cost at 1 June 2022	125	125	0	0
Cost at 31 May 2023	125	125	0	0
Revaluations at 1 June 2022	1,707	1,061	0	0
Net profit/loss for the year	782	646	0	0
Revaluations at 31 May 2023	2,489	1,707	0	0
Carrying amount at 31 May 2023	2,614	1,832	0	0

Group

Investments in associates are specified as follows:

Name	Registered office	Ownership interest
Vexti ApS	Odense	50%
TIMBUY A/S	Viborg	20%

Notes to the annual report

13 Fixed asset investments

Group	Other receivables	Deposits
Cost at 1 June 2022	8,127	2,179
Additions for the year	150	0
Disposals for the year	(1,000)	(12)
Cost at 31 May 2023	7,277	2,167
Carrying amount at 31 May 2023	7,277	2,167

Parent company	Receivables from subsidiaries
Cost at 1 June 2022	40,936
Additions for the year	1,264
Cost at 31 May 2023	42,200
Amortisation due to equity investment with negative net asset value	544
Revaluation at 31 May 2023	544
Carrying amount at 31 May 2023	41,656

14 Prepayments

Prepayments comprise prepaid expenses regarding rent, insurance premiums, subscriptions and prepaid suppliers.

Notes to the annual report

	Group		Parent company	
	2022/23	2021/22	2022/23	2021/22
	DKK'000	DKK'000	DKK'000	DKK'000

15 Fair value disclosure

Derivative financial instruments

Fair value at 1 June 2022	15	(1,151)	0	0
Adjustments recognised in the fair value reserve under equity	(15)	913	0	0
Fair value at 31 May 2023	0	15	0	0

Current asset investments

Fair value at 1 June 2022	9,987	11,698	9,987	0
Fair value adjustments recognised in the income statement	1,847	680	1,847	680
Fair value at 31 May 2023	11,834	9,987	11,834	9,987

16 Equity

The share capital consists of 4,000,000 shares of a nominal value of DKK 1. No shares carry any special rights.

The share capital has developed as follows:

	2022/23	2021/22	2020/21	2019/20	2018/19
	DKK'000	DKK'000	DKK'000	DKK'000	DKK'000
Share capital at 1 June 2022	4,000	4,000	4,000	3,365	3,365
Additions for the year	0	0	0	635	0
Share capital	4,000	4,000	4,000	4,000	3,365

Notes to the annual report

	Group		Parent company	
	2023	2022	2023	2022
	DKK'000	DKK'000	DKK'000	DKK'000

17 Provision for deferred tax

Provision for deferred tax at 1 June 2022	4,250	(9,061)	443	119
Deferred tax recognised in income statement	20,885	13,361	(102)	324
Deferred tax recognised in equity	0	(50)	0	0
Provision for deferred tax at 31 May 2023	25,135	4,250	341	443

18 Other provisions

Balance at 1 June 2022	4,187	2,202	0	0
Provision in year	0	1,985	0	0
Balance at 31 May 2023	4,187	4,187	0	0

The expected due dates of other provisions are:

Between 1 and 5 years	4,187	4,187	0	0
	4,187	4,187	0	0

Other provisions relate to warranty costs on goods sold. Provisions are assessed annually and based on historical data.

Notes to the annual report

19 Long-term debt

Group	Debt at 1 June 2022	Debt at 31 May 2023	Instalment next year	Debt out- standing after 5 years
Banks	389	243,041	18,485	127,123
Mortgage loans	193,364	86,396	5,767	56,546
Lease obligations	0	61,672	7,602	20,407
Corporation tax	3,138	0	0	0
Other payables	19,742	23,712	0	0
	216,633	414,821	31,854	204,076

Parent Company	Debt at 1 June 2022	Debt at 31 May 2023	Instalment next year	Debt out- standing after 5 years
Corporation tax	3,138	0	0	0
Joint taxation contributions payable	3,986	7,804	0	0
Other payables	0	167	0	0
	7,124	7,971	0	0

20 Deferred income

Deferred income consists of payments received in respect of income in subsequent financial years.

Notes to the annual report

21 Contingent liabilities

Parent company

The company has entered into operating leases with a total commitment as of 31 May 2023 of DKK 448 thousand. DKK 290 thousand is due within one year.

The company is part of a joint VAT registration with its subsidiaries, EsInvest A/S, Conwel A/S, EsEstate A/S, Brande Investeringsselskab A/S, Superwood Holding A/S, Welcon A/S, Nordvest A/S, Welconsult ApS and Genvest Capital Invest A/S and is jointly and severally liable with the other companies for the payment of VAT.

The company is part of the CJ Holding cash pool arrangement. All participant in the cash pool arrangement are jointly and severally liable. As of 31 May 2023 the net balance in the cash pool arrangement amounts to DKK 44 thousand.

The company is as management company jointly taxed with other Danish group entities, and jointly and severally liable with other jointly taxed entities for payment of income taxes as well as for payment of withholding taxes on dividends, interest and royalties.

Group

The Group has entered into operating leases with a total commitment as of 31 May 2023 of DKK 38,256 thousand. DKK 9,633 thousand is due within one year.

The Group has entered into lease obligation of land and buildings with a total commitment as of 31 May 2023 of DKK 17,880 thousand. DKK 2,240 thousand is due within one year.

Notes to the annual report

22 Mortgages and collateral

Parent company

The company has issued a surety to the banks as a security for the bank debt for the subsidiaries Welcon Group A/S, Welcon A/S, Brande Investerings- og Finansieringsselskab A/S and Conwel A/S.

The company and the subsidiary Gamekeeper & Buhls Jagtrejser A/S have provided a guarantee of DKK 900 thousand in favour of the Travel Guarantee Fund.

The company has provided a guarantee of DKK 7,500 thousand in favour of third party.

Group

Land and buildings at a carrying amount of DKK 629,503 thousand at 31 May 2023 have been provided as security for mortgage debt totalling DKK 86,396 thousand. The pledge also includes production facilities and machinery belonging to the properties.

As security for bank debt, the Group has issued owner's mortgages, totalling DKK 225,000 thousand in the same land and buildings.

The Group has provided a guarantee of DKK 7,500 thousand in favour of third party.

As security for bank debt, the Group has provided company charges of DKK 85,128 thousand. The company charges include claims, inventories, operating equipment and intangible rights. Booked value of the assets included amounts to DKK 758,945 thousand at 31 May 2023.

As security for debt to credit institutions, totalling DKK 23,559 thousand, the Group has provided security in the shares in Byggros Holding A/S' subsidiaries at a booked value of DKK 68,702 thousand.

Notes to the annual report

23 Related parties and ownership structure

Transactions

The company has chosen only to disclose transactions which have not been conducted on an arm's length basis in accordance with section 98c(7) of The Danish Financial Statements Act.

The parent company has made a contribution to Welcon Group A/S of DKK 10,000 thousand and to Welconsult ApS of DKK 1,000 thousand.

Group		Parent company	
2022/23	2021/22	2022/23	2021/22
DKK'000	DKK'000	DKK'000	DKK'000

24 Fee to auditors appointed at the general meeting

Roesgaard:

Audit fee	1,042	828	195	140
Other assurance engagements	9	20	0	0
Tax advisory services	79	147	79	0
Non-audit services	433	783	388	0
	1,563	1,778	662	140

Notes to the annual report

Group	
2022/23	2021/22
DKK'000	DKK'000

25 Cash flow statement - adjustments

Financial income	(19,836)	(2,861)
Financial costs	13,666	7,137
Depreciation, amortisation and impairment losses	27,695	22,492
Gain/loss from sale of fixed assets	(17,979)	0
Income from investments in associates	(782)	(646)
Fair value adjustments of participating interests	(203)	0
Tax on profit for the year	21,622	19,552
	24,183	45,674

26 Cash flow statement - change in working capital

Change in inventories	(15,085)	(112,064)
Change in receivables	(37,028)	68,043
Change in trade payables, etc.	282,125	105,946
	230,012	61,925

Accounting policies

The annual report of CJ Holding ApS for 2022/23 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large class C entities.

The annual report for 2022/23 is presented in DKK thousand.

Changes in accounting policies

Group

The classification of staff costs has been changed so that the item only includes wages and salaries, pensions and other social security costs. This means that other staff costs are now included in other external expenses. Due to the change, staff costs are reduced by DKK 12,652 thousand in 2022/23 and DKK 9,291 thousand in 2021/22, and other external expenses have increased accordingly.

The classification of other payables has been changed so that the item only includes amounts owed to public authorities and employee obligations. This means that other payables are now included in trade creditors except for amounts owed to owners and management which are now presented separately. Due to the change, trade creditors have increased by DKK 22,740 thousand in 2022/23 and DKK 29,071 thousand in 2021/22, and amounts owed to owners and management have increased by DKK 0 in 2022/23 and DKK 520 thousand in 2021/22. Other payables are reduced accordingly.

Cash and cash equivalents in the cash flow statement has been changed so that it only includes cash at bank and current asset investments and no longer is deducted by

overdraft facility. Due to the change, cash flows from financing activities is reduced by DKK 23,308 thousand in 2022/23 and DKK 10,085 thousand in 2021/22, and cash and cash equivalents in the cash flow statement has increased accordingly.

The accounting policies are otherwise consistent with those of last year.

Parent company

The classification of staff costs has been changed so that the item only includes wages and salaries, pensions and other social security costs. This means that other staff costs are now included in other external expenses. Due to the change, staff costs are reduced by DKK 156 thousand in 2022/23 and DKK 64 thousand in 2021/22, and other external expenses have increased accordingly.

The classification of other payables has been changed so that the item only includes amounts owed to public authorities and employee obligations. This means that other payables are now included in trade creditors except for amounts owed to owners and management which are now presented separately. Due to the change, trade creditors have increased by DKK 9,677 thousand in 2022/23 and DKK 13,895 thousand in 2021/22, and amounts owed to owners and management have increased by DKK 0 in 2022/23 and DKK 520 thousand in 2021/22. Other payables are reduced accordingly.

The accounting policies are otherwise consistent with those of last year.

Basis of recognition and measurement

Income is recognised in the income statement as earned, including value adjustments of financial assets and liabilities. All expenses, including amortisation, depreciation and impairment losses, are also recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits will flow to the group and the parent company and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow from the group and the parent company and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. On subsequent recognition, assets and liabilities are measured as described below for each individual accounting item.

Certain financial assets and liabilities are measured at amortised cost using the effective interest method. Amortised cost is calculated as the historic cost less any installments and plus/less the accumulated amortisation of the difference between the cost and the nominal amount.

On recognition and measurement, allowance is made for predictable losses and risks which occur before the annual report is presented and which confirm or invalidate matters existing at the balance sheet date.

Accounting policies

Consolidated financial statements

The consolidated financial statements comprise the parent company CJ Holding ApS and subsidiaries in which the parent company, directly or indirectly, holds more than 50 % of the voting rights or otherwise has a controlling interest. Entities in which the Group holds between 20 % and 50 % of the voting rights and over which it exercises significant influence, but which it does not control, are considered associates or participating interests, cf. the group chart.

The consolidated financial statements are prepared as a consolidation of the parent company's and subsidiaries' financial statements by aggregating uniform accounting items. On consolidation, intra-group income and expenses, holdings of shares, intra-group balances and dividends as well as realised and unrealised gains and losses on intra-group transactions are eliminated.

Investments in subsidiaries are set off against the proportionate share of the subsidiaries' fair value of net assets and liabilities at the acquisition date.

Entities acquired or formed during the year are recognised in the consolidated financial statements from the date at which control is obtained. Entities sold during the year are recognised in the consolidated income statement until the date of disposal. Comparative figures are not restated for acquisitions or disposals.

Business combinations are recognised according to the booked value method. Comparative figures are not adjusted.

Minority interests

In the consolidated financial statements, the items of subsidiaries are recognised in full. The minority interests' proportionate share of subsidiaries' profit/loss and equity is presented separately under appropriation of profit and in a main item under equity.

Income statement

Segment information

Information is provided on business segments. The segment information is provided in consideration of the group's accounting policies, risks and management control.

Revenue

Income from services, comprising service contracts and extended warranties relating to products and contracts sold is recognised on a straight-line basis as the services are provided.

Income from the sale of goods for resale and finished goods is recognised in the income statement, provided that the transfer of risk, usually on delivery to the buyer, has taken place and that the income can be measured reliably and is expected to be received.

Revenue is measured at fair value of the agreed consideration excluding VAT and taxes charged on behalf of third parties. Revenue is net of all types of discounts granted.

Raw materials and consumables

Costs of raw materials and consumables include the raw materials and consumables used in generating the year's revenue.

Other operating income

Other operating income comprises items of a secondary nature relative to the company's activities, including gains on the sale of intangible assets and items of property, plant and equipment.

Other operating costs

Other operating costs comprise items of a secondary nature relative to the company's activities, including losses on the sale of intangible assets and items of property, plant and equipment.

Other external expenses

Other external expenses include expenses related to distribution, sale, advertising, administration, premises, bad debts, payments under operating leases, etc.

Staff costs

Staff costs include wages and salaries, including compensated absence and pensions, as well as other social security contributions, etc. made to the entity's employees.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise the year's amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

Accounting policies

Income from investments in subsidiaries, associates and participating interests

The proportionate share of the profit/loss for the year of subsidiaries and associates is recognised in the parent company's income statement after full elimination of intra-group profits/losses.

Dividend from participating interests is recognised in the financial year in which the dividend is declared.

Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts that relate to the financial year. Net financials include interest income and expenses, financial expenses relating to finance leases, realised and unrealised capital/exchange gains and losses on securities, liabilities and foreign currency transactions, amortisation of financial assets and liabilities and surcharges and allowances under the Danish Tax Prepayment Scheme, etc.

Tax on profit for the year

The parent company is subject to the Danish rules on compulsory joint taxation of the Group's Danish subsidiaries. Subsidiaries participate in the joint taxation arrangement from the time when they are included in the consolidated financial statements and until the time when they withdraw from the consolidation.

The parent company acts as management company for all jointly taxed entities and, in its capacity as such, pays all income taxes to the Danish tax authorities.

On payment of joint taxation contributions, the current Danish income tax is allocated between the jointly taxed entities in proportion to their taxable income. Entities with tax losses receive joint taxation contributions from entities that have been able to use tax losses to reduce their own taxable profits.

Tax for the year, which comprises the current tax charge for the year and changes in the deferred tax charge, is recognised in the income statement as regards the portion that relates to the profit/loss for the year and directly in equity as regards the portion that relates to entries directly in equity.

Balance sheet

Intangible assets

Goodwill

Acquired goodwill is measured at cost less accumulated amortisation and impairment losses.

Goodwill is amortised over the expected useful economic life based on management's experience from each individual business segment. Goodwill is amortised on a straight-line basis over the amortisation period, which is 5-20 years. The amortisation period is fixed based on the assessment that the strategically acquired entities have a strong market position and a long-term earnings profile.

Software and patents

Software and acquired patents are measured at cost less accumulated amortisation and impairment losses. Software and acquired patents are amortised over the expected

economic life. The amortisation period is usually 3-6 years.

The useful life and residual value are re-assessed annually. A change is accounted for as an accounting estimate, and the impact on amortisation/depreciation is recognised going forward.

Tangible assets

Items of land and buildings, plant and machinery and fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses.

The depreciable amount is cost less the expected residual value at the end of the useful life. Land is not depreciated.

Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use.

Interest expenses on loans obtained specifically for the purpose of financing the manufacturing of items of property, plant and equipment are included in cost over the manufacturing period. All indirect, attributable borrowing costs are recognised in the income statement.

Where individual components of an item have different useful lives, and the individual component is a significant part of the total cost, the cost is divided into separate components, which are depreciated separately.

Accounting policies

Straight-line depreciation is provided on the basis of the following estimated useful lives of the assets:

	Useful life
Buildings	10-50 years
Plant and machinery	5-25 years
Other fixtures and fittings, tools and equipment	2-25 years
Leasehold improvements	10 years

The useful life and residual value are re-assessed annually. A change is accounted for as an accounting estimate, and the impact on amortisation/depreciation is recognised going forward.

Gains or losses on the sale of items of property, plant and equipment are recognised in the income statement under other operating income or other operating costs, respectively.

Leases

Leases for items of property, plant and equipment that transfer substantially all the risks and rewards incident to ownership to the company (finance leases) are recognised in the balance sheet as assets. On initial recognition, assets are measured at estimated cost, corresponding to the lower of fair value of the leased asset and the present value of the future lease payments. In calculating the net present value of the future lease payments, the

interest rate implicit in the lease or the incremental borrowing rate is used as the discount factor. Assets held under finance leases are subsequently depreciated as the company's other non-current assets.

The capitalised residual lease commitment is recognised in the balance sheet as a liability, and the interest element of the lease payment is recognised in the income statement over the term of the lease.

All other leases are operating leases. Payments relating to operating leases and any other leases are recognised in the income statement over the term of the lease. The company's total liabilities relating to operating leases and other rent agreements are disclosed under 'Contingencies, etc.'.

Investments in subsidiaries, associates and participating interests

Investments in subsidiaries and associates are measured at the proportionate share of the net asset value of the entities, calculated on the basis of the group's accounting policies, plus or less unrealised intra-group gains or losses and plus or less any remaining value of positive or negative goodwill stated according to the purchase method. The company uses the equity method as consolidation method.

Participating interests are recognised at cost and are after initial recognition measured at fair value. The fair value is determined based on accepted valuation

methods and reasonable estimates made on the basis of non-observable market information and on the basis of previous transactions made between independent parties. Fair value adjustment is taken to the income statement.

Investments in subsidiaries and associates with a negative net asset value are measured at DKK 0 thousand, and the carrying amount of any receivables from these entities is reduced to the extent that they are considered irrecoverable. If the parent company has a legal or constructive obligation to cover a deficit that exceeds the receivable, the balance is recognised under provisions.

Net revaluations of investments in subsidiaries and associates are taken to the net revaluation reserve according to the equity method in so far as that the carrying amount exceeds the cost. Dividends from subsidiaries which are expected to be declared before the annual report of CJ Holding ApS is adopted are not taken to the net revaluation reserve.

Acquirees are accounted for using the purchase method, see the above description of consolidated financial statements.

Other financial assets

Other financial assets, which consist of non-current receivables and deposits, are measured at amortised cost and are written down to a lower recoverable amount.

Accounting policies

Impairment of fixed assets

The carrying amount of intangible assets, items of property, plant and equipment and investments in subsidiaries, associates and participating interests is tested annually for impairment, other than what is reflected through normal amortisation and depreciation.

Where there is evidence of impairment, an impairment test is performed for each individual asset or group of assets. Write-down is made to the lower of the recoverable amount and the carrying amount.

The recoverable amount is the higher of the net present value and the value in use less expected costs to sell. The net present value is determined as the present value of the anticipated net cash flows from the use of the asset or group of assets and the anticipated net cash flows from the disposal of the asset or group of assets after the end of their useful life.

Stocks

Stocks are measured at cost using the FIFO method. Where the net realisable value is lower than the cost, inventories are recognised at this lower value.

The cost of goods for resale, raw materials and consumables comprises the purchase price plus delivery costs.

The cost of finished goods and work in progress includes the cost of raw materials, consumables, direct cost of labour and production/production overheads.

Production overheads include the indirect cost of materials, wages and salaries as well as maintenance and

depreciation of production machinery, buildings and equipment and expenses relating to plant administration and management. Borrowing costs are not recognised in the cost.

The net realisable value of stocks is calculated as the expected selling price less direct costs of completion and expenses incurred to effect the sale. The net realisable value is determined taking into account marketability, obsolescence and expected selling price movements.

Receivables

Receivables are measured at amortised cost.

An impairment loss is recognised if there is objective evidence that a receivable or a group of receivables is impaired. If there is objective evidence that an individual receivable is impaired, an impairment loss for that individual asset is recognised.

Prepayments

Prepayments recognised under 'Current assets' comprises expenses incurred concerning subsequent financial years.

Securities and investments

Securities and investments, which consist of listed shares and bonds, are measured at fair value at the balance sheet date. Non-listed securities are measured at fair value on the basis of the estimated value in use.

Cash and cash equivalents

Cash and cash equivalents comprise cash and deposits at banks.

Equity

Reserve for net revaluation according to the equity method

The reserve for net revaluation according to the equity method in the company's financial statements comprises net revaluation of investments in subsidiaries and associates relative to the cost.

Dividends

Proposed dividends are disclosed as a separate item under equity. Dividends are recognised as a liability when declared by the annual general meeting of shareholders.

Provisions

Provisions comprise expected expenses relating to service and warranty commitments, etc. Provisions are recognised when, as a result of a past event, the group has a legal or constructive obligation and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

Provisions - except for provisions for deferred tax - are measured at net asset value.

Warranty commitments include expenses for remedial action within the warranty period of 1-5 years. The warranty period for wind turbine towers and foundations is 5 years. Provisions for warranty commitments are measured and recognised based on experience gained from guarantee work. Provisions with an expected maturity of more than one year from the balance sheet date are discounted using a rate that reflects the risk and maturity of the liability.

Accounting policies

Income tax and deferred tax

As management company, CJ Holding ApS is liable for payment of the subsidiaries' corporate income taxes to the tax authorities.

Current tax liabilities and current tax receivables are recognised in the balance sheet as the estimated tax on the taxable income for the year, adjusted for tax on the taxable income for previous years and tax paid on account.

The company and all its Danish group entities are taxed on a joint basis. The current income tax charge is allocated between the jointly taxed entities relative to their taxable income. Tax losses are allocated based on the full absorption method. The jointly taxed entities are eligible for the Danish Tax Prepayment Scheme.

Joint taxation contributions payable and receivable are recognised in the balance sheet as 'Joint taxation contributions receivable' or 'Joint taxation contributions payable'.

Deferred tax is measured according to the liability method in respect of temporary differences between the carrying amount of assets and liabilities and their tax base, calculated on the basis of the planned use of the asset and settlement of the liability, respectively. Deferred tax is measured at net realisable value.

Adjustment is made to deferred tax resulting from elimination of unrealised intra-group profits and losses.

Deferred tax assets, including the tax base of tax losses allowed for carry forward, are measured at the value to which the asset is expected to be realised, either as a set-off against tax on future income or as a set-off against deferred tax liabilities within the same legal tax entity. Any deferred net tax assets are measured at net realisable value.

Liabilities

Financial liabilities are recognised on the raising of the loan at the proceeds received net of transaction costs incurred. On subsequent recognition, the financial liabilities are measured at amortised cost, corresponding to the capitalised value, using the effective interest method. Accordingly, the difference between the net proceeds and the nominal value is recognised in the income statement over the term of the loan.

Mortgage debt is thus measured at amortised cost, which for cash loans corresponds to the outstanding debt. For bond loans, amortised cost corresponds to an outstanding debt calculated as the underlying cash value of the loan at the time of borrowing, adjusted by amortisation of the value adjustment of the loan at the time of borrowing.

Other liabilities, which include trade payables, payables to group entities and other payables, are measured at amortised cost, which is usually equivalent to nominal value.

Deferred income

Deferred income recognised under 'Current liabilities' comprises payments received concerning income in subsequent financial years.

Foreign currency translation

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Foreign exchange differences arising between the exchange rates at the transaction date and at the date of payment are recognised in the income statement as financial income or financial expenses. If foreign currency instruments are considered cash flow hedges, any unrealised value adjustments are taken directly to a fair value reserve under 'Equity'.

Receivables and payables and other monetary items denominated in foreign currencies are translated at the exchange rates at the balance sheet date. The difference between the exchange rates at the balance sheet date and the date at which the receivable or payable arose or was recognised in the latest financial statements is recognised in the income statement as financial income or financial expenses.

Fixed assets acquired in foreign currencies are translated at the exchange rate at the transaction date.

Foreign subsidiaries are considered separate entities. The income statements are translated at the average exchange rates for the month, and the balance sheet items are

Accounting policies

translated at the exchange rates at the balance sheet date. Foreign exchange differences arising on translation of such entities opening equity at closing rate and on translation of the income statements from the exchange rates at the transaction date to closing rate are taken directly to 'Equity' in the consolidated financial statements.

Derivative financial instruments

On initial recognition in the balance sheet, derivative financial instruments are measured at cost and subsequently at fair value. Fair value is determined by means of accepted valuation methods and reasonable estimates are based on unobservable market information. Positive and negative fair values of derivative financial instruments are included in 'Other receivables' or 'Other payables', respectively.

Fair value adjustments of derivative financial instruments designated as and qualifying for hedging of future cash flows are recognised in other receivables or other payables and in the fair value reserve under 'Equity'.

Cash flow statement

The cash flow statement shows the group's cash flows for the year, broken down under cash flows from operating, investing and financing activities, the year's changes in cash and cash equivalents and the group's cash and cash equivalents at the beginning and at the end of the year.

The cash flow effect of additions and disposals of entities is shown separately under cash flows from investing activities. The cash flow statement includes cash flows from acquired entities from the time of acquisition, and cash flows from sold entities are included until the date of sale.

Cash flows from operating activities

Cash flows from operating activities are stated as the group's profit or loss for the year, adjusted for non-cash operating items, changes in working capital and paid income taxes.

Cash flows from investing activities

Cash flows from investing activities comprise payments related to the acquisition and sale of entities and activities as well as intangible assets, property, plant and equipment and investments.

Cash flows from financing activities

Cash flows from financing activities comprise costs relating to the raising of loans, repayment of interest-bearing debt and payment of dividends to shareholders.

Cash and cash equivalents

Cash and cash equivalents comprise cash and short-term securities whose remaining life is less than three months and which are readily convertible into cash and which are subject only to insignificant risks of changes in value.

Financial highlights

Definitions of financial ratios.

EBIT margin:

$$\frac{\text{Profit/loss before financials} \times 100}{\text{Revenue}}$$

Return on assets:

$$\frac{\text{Profit/loss before financials} \times 100}{\text{Average assets}}$$

Solvency ratio:

$$\frac{\text{Equity at year end} \times 100}{\text{Total assets}}$$

Company details

The company

CJ Holding ApS
Vejlevej 270
7323 Give

CVR no.: 17 08 80 76
Reporting period: 1 June 2022 – 31 May 2023
Domicile: Vejle

Board of directors

Carsten Risvig Pedersen, Chairman
Jens Risvig Pedersen
Morten Breum-Leer

Executive board

Jens Risvig Pedersen, CEO

Auditors

Roesgaard
Godkendt Revisionspartnerselskab
Sønderbrogade 16
8700 Horsens

Bankers

Danske Bank

Statement by management on the annual report

The Board of directors and Executive board have today discussed and approved the annual report of CJ Holding ApS for the financial year 1 June 2022 - 31 May 2023.

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

In our opinion, the consolidated financial statements and parent financial statements give a true and fair view of the company and the group financial position at 31 May 2023 and of the results of the group and the company operations and consolidated cash flows for the financial year 1 June 2022 - 31 May 2023.

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

The Management recommends that the annual report should be adopted at the general meeting.

Give, 3 October 2023

Executive board

Jens Risvig Pedersen
CEO

Board of directors

Carsten Risvig Pedersen Jens Risvig Pedersen Morten Breum-Leer
Chairman

Independent auditor's report

To the shareholders of CJ Holding ApS

Opinion

We have audited the consolidated financial statements and the parent company financial statements of CJ Holding ApS for the financial year 1 June 2022 - 31 May 2023, which comprise income statement, balance sheet, statement of changes in equity, notes and summary of significant accounting policies, for both the group and the parent company as well as consolidated cash flow statement. The consolidated financial statements and the parent company financial statements are prepared under the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the group and the parent company's financial position at 31 May 2023 and of the results of the group and the parent company's operations and consolidated cash flows for the financial year 1 June 2022 - 31 May 2023 in accordance with the Danish Financial Statements Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the 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 consolidated financial statements and parent company" section of our report. We are independent of the group in accordance with the International Ethics Standards Board for 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 and IESBA Code. 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 consolidated financial statements and the financial statements

Management is responsible for the preparation of consolidated financial statements and parent company 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 the consolidated financial statements and the parent company financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the consolidated financial statements and parent company financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements and parent company 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 consolidated financial statements and parent company 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 consolidated financial statements and parent company 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 group's and the parent company's internal control.

Independent auditor's report

- 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 consolidated financial statements and parent company 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 group's and the parent company'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 consolidated financial statements and parent company 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 group and the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the consolidated financial statements and parent company financial statements, including the disclosures, and whether the consolidated financial statements and parent company financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

- Obtain sufficient and appropriate audit evidence regarding the financial information for the group's entities or business activities to express an opinion on the consolidated financial statements. We are responsible for directing, supervising and conducting the audit of the group. We alone are responsible for our audit opinion.

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 management's review

Management is responsible for management's review.

Our opinion on the consolidated financial statements and parent company financial statements does not cover management's review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements and parent company financial statements, our responsibility is to read management's review and, in doing so, consider whether management's review is materially inconsistent with the consolidated financial statements and parent company financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

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

Based on the work we have performed, we conclude that management's review is in accordance with the consolidated financial statements and parent company 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 management's review.

Horsens, 3 October 2023

Roesgaard

Godkendt Revisionspartnerselskab
CVR No. 37 54 31 28

Søren Roesgaard

State Authorised
Public Accountant
MNE No. mne33225

Michael Mortensen

State Authorised
Public Accountant
MNE No. mne34108

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