

DISA INDUSTRIES A/S
HØJAGER 8, HØJE TAASTR., 2630 TAASTRUP
ANNUAL REPORT
1 JANUARY - 31 DECEMBER 2021

**The Annual Report has been presented and
adopted at the Company's Annual General
Meeting on 31 March 2022**

Dagmar Munkgård Møller

CONTENTS

	Page
Company Details	
Company Details.....	3
Statement and Report	
Management's Statement.....	4
Independent Auditor's Report.....	5-6
Management Commentary	
Financial Highlights.....	7
Management Commentary.....	8
Financial Statements 1 January - 31 December	
Income Statement.....	9
Balance Sheet.....	10-11
Equity.....	12
Notes.....	13-17
Accounting Policies.....	18-23

COMPANY DETAILS

Company	DISA Industries A/S Højager 8 Høje Taastr. 2630 Taastrup
	CVR No.: 18 80 29 96 Established: 7 September 1995 Municipality: Høje-Taastrup Financial Year: 1 January - 31 December
Board of Directors	Peter Holm Larsen, chairman Ulla Hartvig Plathe Tønnesen Dagmar Munkgård Møller Cherie Greek Hylleborg, elected by employees Ansgar Georg Wassmann, elected by employees
Executive Board	Ulla Hartvig Plathe Tønnesen
Auditor	Deloitte Statsautoriseret Revisionspartnerselskab Weidekampsgade 6 2300 Copenhagen S

MANAGEMENT'S STATEMENT

Today the Board of Directors and Executive Board have discussed and approved the Annual Report of DISA Industries A/S for the financial year 1 January - 31 December 2021.

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 Company's assets, liabilities and financial position at 31 December 2021 and of the results of the Company's operations for the financial year 1 January - 31 December 2021.

The Management Commentary includes in our opinion a fair presentation of the matters dealt with in the Commentary.

We recommend the Annual Report be approved at the Annual General Meeting.

Taastrup, 31 March 2022

Executive Board

Ulla Hartvig Plathe Tønnesen

Board of Directors

Peter Holm Larsen
Chairman

Ulla Hartvig Plathe Tønnesen

Dagmar Munkgård Møller

Cherie Greek Hylleborg
Elected by employees

Ansgar Georg Wassmann
Elected by employees

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of DISA Industries A/S

Opinion

We have audited the financial statements of DISA Industries A/S for the financial year 01.01.2021 - 31.12.2021, 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 31.12.2021 and of the results of its operations and cash flows for the financial year 01.01.2021 - 31.12.2021 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.

INDEPENDENT AUDITOR'S REPORT

- 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 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.

Copenhagen S, 31 March 2022

Deloitte Statsautoriseret Revisionspartnerselskab
CVR no. 33 96 35 56

Eskild Nørregaard Jakobsen
State Authorised Public Accountant
MNE no. mne11681

FINANCIAL HIGHLIGHTS

	2021	2020	2019	2018	2017
	DKK '000	DKK '000	DKK '000	DKK '000	DKK '000
Income statement					
Net revenue.....	601,255	464,315	617,485	698,538	670,718
Gross profit/loss.....	260,881	197,205	260,752	300,138	251,829
Operating profit/loss of main activities...	117,560	52,439	87,182	114,627	70,977
Financial income and expenses, net.....	6,088	1,297	8,200	10,003	-6,340
Profit/loss for the year.....	96,807	42,554	74,209	95,066	50,585
Balance sheet					
Total assets.....	1,061,662	858,874	784,797	722,504	657,349
Equity.....	688,500	592,330	549,139	474,799	380,142
Investment in property, plant and equipment.....	0	-3,734	0	0	-544
Key ratios					
Gross margin.....	43.4	42.5	42.2	43.0	37.5
Operating margin.....	19.6	11.3	14.1	16.4	10.6
Equity ratio.....	64.9	69.0	70.0	65.7	57.8
Return on equity.....	15.1	7.5	14.5	22.2	14.3
Net margin.....	16.0	9.2	12.0	13.6	7.5

The ratios stated in the list of key figures and ratios have been calculated as follows:

Gross margin:	$\frac{\text{Gross profit} \times 100}{\text{Net revenue}}$
Operating margin:	$\frac{\text{Operating profit/loss} \times 100}{\text{Net revenue}}$
Equity ratio:	$\frac{\text{Equity, at year-end} \times 100}{\text{Total assets, at year-end}}$
Return on equity:	$\frac{\text{Profit/loss after tax} \times 100}{\text{Average equity}}$
Net margin:	$\frac{\text{Profit/loss for the year} \times 100}{\text{Revenue}}$

MANAGEMENT COMMENTARY

Principal activities

DISA Industries A/S manufactures and sells equipment to iron and metal foundries casting in sand.

Development in activities and financial and economic position

The profit for the year after tax was 96,807 m.DKK compared to a profit of 42,554 m.DKK in 2020.

Profit/loss for the year compared to the expected development

The revenue in 2021 of 601 m.DKK was higher than expected.

Significant events after the end of the financial year

No events have occurred after the end of the financial year of material importance for the Company's financial position.

Environmental situation

The ISO 9001 and ISO 14001 certificate was renewed in 2021.

Knowledge resources

The Company wishes to continue its efforts to strengthen its staff of highly competent employees.

Future expectations

The revenue and result for 2022 are expected to be slightly higher than 2021.

Corporate social responsibility (CSR) report

For disclosure of corporate social responsibility, please refer to the Annual Report 2021 for Norican Global A/S, which prepares consolidated financial statements for the largest and smallest group that DISA Industries A/S is included in.

Target figures and policy for the underrepresented gender

The Company's ambition is for each to represent a minimum of 25 percent of the board of directors. The Company strives towards achieving this ambition by recruitment, taking into account the industry in which DISA operates there the basis for candidates is predominantly male. Both male and female employees are encouraged to apply for internally advertised positions and to develop their competencies and careers. In all cases, we will employ the person best qualified for the job. Currently, the DISA Board of Directors consists of one male and two female members. Further the management of the Company consists of five male and three female members.

Privacy, data ethics and personal data

For disclosure of privacy, data ethics and personal data policy, please refer to the Annual Report 2021 for Noircan Global A/S, which prepares consolidated financial statements for the largest and smallest group that DISA Industries A/S is included in.

INCOME STATEMENT 1 JANUARY - 31 DECEMBER

	Note	2021 DKK '000	2020 DKK '000
NET REVENUE	1	601,255	464,315
Cost of sales.....		-261,762	-208,211
Other operating income.....		2,039	12,241
Other external expenses.....	2	-80,651	-71,140
GROSS PROFIT/LOSS		260,881	197,205
Staff costs.....	3	-131,785	-132,427
Depreciation, amortisation and impairment losses.....		-11,536	-12,339
OPERATING PROFIT		117,560	52,439
Other financial income.....	4	7,850	7,650
Other financial expenses.....		-1,762	-6,353
PROFIT BEFORE TAX		123,648	53,736
Tax on profit/loss for the year.....	5	-26,841	-11,182
PROFIT FOR THE YEAR	6	96,807	42,554

BALANCE SHEET AT 31 DECEMBER

ASSETS	Note	2021 DKK '000	2020 DKK '000
Development projects completed.....		7,253	11,760
Intangible fixed assets acquired.....		217	251
Development projects in progress and prepayments.....		15,976	13,515
Intangible assets.....	7	23,446	25,526
Production plant and machinery.....		3,914	5,391
Other plant, machinery tools and equipment.....		19	77
Leasehold improvements.....		4,041	5,209
Property, plant and equipment.....	8	7,974	10,677
Other investments.....		5,880	5,880
Receivables from Group companies.....		148,728	208,818
Rent deposit and other receivables.....		5,030	5,023
Financial non-current assets.....	9	159,638	219,721
NON-CURRENT ASSETS.....		191,058	255,924
Raw materials and consumables.....		4,205	1,463
Work in progress.....		48,530	32,470
Finished goods and goods for resale.....		68,745	51,988
Prepayments.....		1,388	564
Inventories.....		122,868	86,485
Trade receivables.....		50,769	52,980
Receivables from group enterprises.....	10	687,853	458,308
Other receivables.....		3,785	3,686
Prepayments.....	11	1,442	1,350
Receivables.....		743,849	516,324
Cash and cash equivalents.....		3,887	141
CURRENT ASSETS.....		870,604	602,950
ASSETS.....		1,061,662	858,874

BALANCE SHEET AT 31 DECEMBER

EQUITY AND LIABILITIES	Note	2021 DKK '000	2020 DKK '000
Share capital.....	12	30,000	30,000
Reserve for development costs.....		22,132	21,065
Retained earnings.....		636,368	541,265
EQUITY.....		688,500	592,330
Provision for deferred tax.....	13	5,587	5,981
Other provisions.....	14	8,954	9,466
PROVISIONS.....		14,541	15,447
Prepayments received from customers.....		109,395	72,982
Trade payables.....		46,224	32,930
Debt to Group companies.....		62,717	31,869
Corporation tax payable.....		39,390	12,155
Other liabilities.....		100,895	101,161
Current liabilities.....		358,621	251,097
LIABILITIES.....		358,621	251,097
EQUITY AND LIABILITIES.....		1,061,662	858,874
 Contingent liabilities	 15		
Charges and securities	16		
Related parties	17		
Significant events after the end of the financial year	18		
Group relations	19		

EQUITY

	Share capital	Reserve for development costs	Retained earnings	Total
Equity at 1 January 2021.....	30,000	21,065	541,265	592,330
Proposed profit allocation, see note 6.....			96,807	96,807
Other legal bindings				
Capitalized development costs.....		1,067	-1,067	0
Fair value adjustments of hedging instruments, see note 16.....			-637	-637
Equity at 31 December 2021	30,000	22,132	636,368	688,500

NOTES

	2021 DKK '000	2020 DKK '000	Note
Net revenue			1
Segment details (geography)			
Revenue, Denmark.....	2,639	1,461	
Revenue, other countries.....	598,616	462,854	
	601,255	464,315	
<p>With reference to Section 96 of the Danish Financial Statements Act, we do not provide information on the analysis of revenue by business area as this information may cause substantial damage to the Company.</p>			
Fee to statutory auditor			2
Statutory audit services.....	320	290	
Other services.....	0	33	
	320	323	
Staff costs			3
Average number of employees	200	209	
Wages and salaries.....	121,761	122,103	
Pensions.....	8,410	8,731	
Social security costs.....	1,614	1,593	
	131,785	132,427	
Total remuneration for management categories.....	2,018	1,904	
	2,018	1,904	
Other financial income			4
Group enterprises.....	6,661	7,650	
Other interest income.....	1,189	0	
	7,850	7,650	
Tax on profit/loss for the year			5
Calculated tax on taxable income of the year.....	27,235	12,155	
Adjustment of tax in previous years.....	0	-196	
Adjustment of deferred tax.....	-394	-777	
	26,841	11,182	

NOTES

	2021 DKK '000	2020 DKK '000	Note
Proposed distribution of profit			6
Retained earnings.....	96,807	42,554	
	96,807	42,554	
 Intangible assets			 7
	Development projects completed	Intangible fixed assets acquired	Development projects in progress and prepayments
Cost at 1 January 2021.....	78,454	18,222	15,912
Additions.....	0	0	6,752
Cost at 31 December 2021.....	78,454	18,222	22,664
 Amortisation at 1 January 2021.....	66,694	17,971	2,397
Impairment losses.....	0	0	4,291
Amortisation for the year.....	4,507	34	0
Amortisation at 31 December 2021.....	71,201	18,005	6,688
 Carrying amount at 31 December 2021.....	7,253	217	15,976

The Company's development projects relate to the development of new types of machinery for iron and metal foundries with a special focus on using the latest technology, including significant automatisations of the machines. The projects are proceeding according to the plan and are expected to be completed within 1-6 years, and there is an expected market for the projects.

NOTES

				Note
Property, plant and equipment				8
	Production plant and machinery	Other plant, machinery tools and equipment	Leasehold improvements	
Cost at 1 January 2021.....	59,248	17,888	14,482	
Cost at 31 December 2021.....	59,248	17,888	14,482	
Depreciation and impairment losses at 1 January 2021.....	53,857	17,811	9,273	
Depreciation for the year.....	1,477	58	1,168	
Depreciation and impairment losses at 31 December 2021.....	55,334	17,869	10,441	
Carrying amount at 31 December 2021.....	3,914	19	4,041	
Financial non-current assets				9
	Other investments	Receivables from Group companies	Rent deposit and other receivables	
Cost at 1 January 2021.....	5,880	208,818	5,023	
Exchange adjustment.....	0	-90	0	
Additions.....	0	0	7	
Disposals.....	0	-60,000	0	
Cost at 31 December 2021.....	5,880	148,728	5,030	
Carrying amount at 31 December 2021.....	5,880	148,728	5,030	
Receivables from group enterprises				10
Receivables from group enterprises comprise cash and bank overdrafts of DKK 640,092 thousand (2020: DKK 425,885 thousand) held under the cash pool arrangement with the Norican Group and receivables from group enterprises on DKK 47,761 thousand (2020: DKK 32,423 thousand).				
Prepayments				11
Prepayments relate to prepaid borrowing costs.				
Share capital		2021	2020	12
Allocation of share capital:		DKK '000	DKK '000	
Ordinary Shares, 30,000 unit in the denomination of 1,000 DKK.		30,000	30,000	
		30,000	30,000	

NOTES

			Note
Provision for deferred tax			13
Intangible assets.....	5,158	5,615	
Property, plant and equipment.....	539	722	
Liabilities other than provisions.....	-110	-356	
	5,587	5,981	
Deferred tax, beginning of year.....	5,981	6,758	
Deferred tax of the year, income statement.....	-394	-777	
Provision for deferred tax 31 December 2021.....	5,587	5,981	

Other provisions

Other provision are related to guarantee commitments on delivered machines, DKK 8,954 thousand (DKK 9,466 thousand in 2020).

14

Contingent liabilities

	2021 DKK '000	2020 DKK '000
Liabilities under rental or lease agreements until maturity in total.....	37,571	47,572

15

Joint liabilities

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

Tax payable on the Group's joint taxable income is stated in the annual report of Nortre Administration ApS, which serves as management company for the joint taxation.

The Company participates the cash pool arrangement with Norican Group and have together with the other participating entities provided guarantee of payment for the Group's financing facility which amounts to 410 m.DKK.

Charges and securities

The Company has in 2021 performance and payments guarantees of DKK 15,384 thousand (2020: DKK 21,791 thousand) and contractual liabilities of DKK 14,405 thousand (2020: DKK 10,186 thousand).

16

NOTES

Note

Related parties

17

The Company is owned by DISA Holding A/S, Taastrup, Denmark (55%) and DISA Industrie AG, CH-8048 Zürich, Switzerland (45%). The ultimate owner of the Company is Altor Fund IV Holding AB. Other related parties comprise the Company's Executive Board and Board of Directors, and companies in which of principal shareholder exercises control, and their subsidiaries.

Transactions with related parties

The Company did not carry out any material transactions that were not concluded on market conditions. According to section 98c, subsection 7 of the Danish Financial Statements Act information is given only on transactions that were not performed on common market conditions.

Significant events after the end of the financial year

18

No events have occurred after the end of the financial year of material importance for the Company's financial position.

Group relations

19

Name and registered office of the Parent preparing consolidated financial statements for the largest group:

Norican Global A/S, Højager 8, 2630 Taastrup, Danmark, CVR no. 36 45 87 55

Name and registered office of the Parent preparing consolidated financial statements for the smallest group:

Norican Global A/S, Højager 8, 2630 Taastrup, Danmark, CVR no. 36 45 87 55

ACCOUNTING POLICIES

The Annual Report of DISA Industries A/S for 2021 has been presented in accordance with the provisions of the Danish Financial Statements Act for enterprises in reporting class C, large-size enterprises.

The Annual Report is prepared consistently with the accounting principles 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.

INCOME STATEMENT

Net revenue

Revenue from product sales is generally recognized at a point in time, which is typically upon delivery of the products, provided there are no significant uncertainties regarding customer acceptance, persuasive evidence of an arrangement exists, the sales price is fixed and determinable, and it is probable that the sale is collectible. For arrangements that include multiple performance obligations, the Company allocates revenue to each performance obligation based on estimates of the price that would be charged to the customer for each promised product or service if it were sold on a standalone basis.

Service revenues are recognized in the period in which the services are performed.

Allowances for returns, discounts and uncollectible accounts are recorded when circumstances indicate there is a risk an account is uncollectible. Amounts billed to customers for shipping and handling are included in net sales and are recorded upon delivery of goods to customers. Costs of providing these services are included in cost of sales. Capital equipment sales generally require the customer to make advance cash payments as work progresses. Revenue associated with advance payments is generally recognised when the significant risk and rewards of ownership have passed to the customer, typically at delivery.

Other operating income

Other operating income includes items of a secondary nature in relation to the Group's and the Company's activities. In addition, profit from sale of intangible and tangible fixed assets as well as business interruption and conflict compensations are included. Compensations are recognised when the income is deemed to be realisable.

Cost of sales

Cost of sales comprise costs incurred to achieve the net revenue for the year, including direct and indirect costs of raw materials and consumables.

ACCOUNTING POLICIES

Other external expenses

Other external expenses include cost of sales, advertising, administration, buildings, bad debts and operating lease expenses, etc.

Payments related to operating lease expenses and other lease agreements are recognised in the Income Statement during the continuance of the contract. The Company's total liability concerning operating and other lease agreements are stated under Contingent liabilities.

Staff costs

Staff costs comprise wages and salaries, including holiday pay, pensions, and other costs for social security etc., for the company's employees. Repayments from public authorities are deducted from staff costs.

Financial income and expenses

Financial income and expenses include interest income and expenses, financial expenses of finance leases, realised and unrealised gains and losses arising from investments in financial assets, debt and transactions in foreign currencies, amortisation of financial assets and liabilities, as well as charges and allowances under the tax-on-account scheme etc. Financial income and expenses are recognised in the Income Statement by the amounts that relate to the financial year.

Interest and other costs of borrowing for financing of manufacture of current assets and fixed assets are not recognised in the cost price.

Tax

The tax for the year, which consists of the current tax for the year and changes in deferred tax, is recognised in the income statement by the portion that may be attributed to the profit for the year, and is recognised directly in the equity by the portion that may be attributed to entries directly to the equity.

BALANCE SHEET

Intangible fixed assets

Acquired goodwill is measured at cost less accumulated amortisation. Goodwill is amortised on a straight-line basis over the expected useful life which is estimated to 5 years. The period of amortisation is determined based on an assessment of the acquired company's position in the market and earnings profile, and the industry-specific conditions.

Patents and licences are measured at the lower of cost less accumulated amortisation and the recoverable amount. Patents are amortised over the remaining patent period and licences are amortised over the period of the agreement, however, no more than 8 years.

Intangible assets rights etc. comprise development projects completed and in progress with related intangible assets rights, acquired intangible property rights and prepayments for intangible assets.

Development projects on clearly defined and identifiable products and processes, for which the technical rate of utilisation, adequate resources and a potential future market or development opportunity in the enterprise can be established, and where the intention is to manufacture, market or apply the product or process in question, are recognised as intangible assets. Other development costs are recognised as costs in the income statement as incurred. When recognising development projects as intangible assets, an amount equalling the costs incurred less deferred tax is taken to equity under Reserve for development costs that is reduced as the development projects are amortised and written down.

Development costs comprise costs, including wages and salaries, and amortisation, which directly or indirectly can be related to the Company's development activities and which fulfil the criteria for recognition.

ACCOUNTING POLICIES

Capitalised development costs are measured at the lower of cost less accumulated amortisation or recoverable amount.

Capitalised development costs are amortised on a straight-line basis over the estimated useful life after completion of the development work. For development projects protected by intangible assets rights, the maximum period of amortisation is the remaining duration of the relevant rights. The amortisation period is normally 8-20 years.

Intangible assets rights acquired are measured at cost less accumulated amortisation. Patents are amortised on a straight-line basis over their remaining duration, and licences are amortised over the term of the agreement.

Intangible fixed assets are generally written down to the lower of recoverable value and carrying amount.

Profit or loss from sale of intangible fixed assets is calculated at the difference between the sales price and the carrying amount at the time of the sale. Profit and loss are recognised in the Income Statement under other operating income or other operating expenses.

ACCOUNTING POLICIES

Property, plant and equipment

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

The depreciation base is cost less estimated residual value after end of useful life.

The cost includes the acquisition price and costs incurred directly in connection with the acquisition until the time when the asset is ready to be used.

Indirect production costs in the form of indirectly attributable staff costs and amortisation of intangible assets and depreciation of property, plant and equipment used in the development process are recognised in cost based on time spent on each asset.

Straight-line depreciation is provided on the basis of an assessment of the expected useful lives of the assets:

	Useful life
Production plant and machinery.....	10-15 years
Other plant, fixtures and equipment.....	4-8 years
Leasehold improvements.....	13 years

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

Profit or loss on disposal of tangible fixed assets is stated as the difference between the sales price less selling costs and the carrying amount at the time of sale. Profit or loss is recognised in the income statement as other operating income or other operating expenses.

Financial asset

Deposits include rental deposits which are recognised and measured at amortised cost. Deposits are not depreciated.

Other investments are measured at cost. If the cost exceeds the net realisable value, this is written down to the lower value.

Impairment of fixed assets

The carrying amount of intangible fixed and tangible assets together with fixed assets, which are not measured at fair value, are valued on an annual basis for indications of impairment other than that reflected by amortisation and depreciation.

In the event of impairment indications, an impairment test is made for each asset or group of assets, respectively. If the recoverable amount is lower than the carrying amount, the asset is written down to the carrying amount.

The recoverable amount is calculated at the higher of net selling price and capital value. The capital value is determined as the fair value of the expected net cash flows from the use of the asset or group of assets and the expected net cash flows from sale of the asset or group of assets after the end of its useful life.

ACCOUNTING POLICIES

Inventories

Inventories are measured at cost using the FIFO-principle. If the net realisable value is lower than cost, the inventories are written down to the lower value.

The cost of merchandise as well as raw materials and consumables is calculated at acquisition price with addition of transportation and similar costs.

The cost of finished goods and work in progress includes cost of raw materials, consumables, direct payroll cost and direct and other indirect production costs include indirect materials and payroll and maintenance and depreciation of the machines, factory buildings and equipment used in the production process, the cost of factory administration and management and capitalised development costs relating to the products.

The net realisable value of inventories is stated at sales price less completion costs and costs incurred to execute the sale and is determined with due regard to marketability, obsolescence and development in expected sales price.

Receivables

Receivables are measured at amortised cost which usually corresponds to nominal value. The value is written down to meet expected losses.

Prepayments

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

Other provisions for liabilities

Other provisions comprise anticipated costs of non-recourse guarantee commitments, returns, loss on contract work in progress, decided and published restructuring, etc.

Other provisions are recognised and measured as the best estimate of the expenses required to settle the liabilities at the balance sheet date. Provisions that are estimated to mature more than one year after the balance sheet date are measured at their discounted value.

Non-recourse guarantee commitments comprise commitments to remedy defects and deficiencies within the guarantee period.

Tax payable and deferred tax

Current tax liabilities and receivable current tax are recognised in the Balance Sheet as the calculated tax on the taxable income for the year, adjusted for tax on the taxable income for previous years and taxes paid on account.

The Company is subject to joint taxation with Danish group companies. The current corporation tax is distributed among the joint taxable companies in proportion to their taxable income and with full allocation and refund related to tax losses. The joint taxable companies are included in the tax-on-account scheme. Joint taxation contributions receivable and payable are recognised in the Balance Sheet under current assets and liabilities, respectively.

Deferred tax is measured on the temporary differences between the carrying amount and the tax value of assets and liabilities.

Deferred tax assets, including the tax value of tax loss carry-forwards, are measured at the expected realisable value of the asset, either by set-off against tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that under the legislation in force on the Balance Sheet date will be applicable when the deferred tax is expected to crystallise as current tax. Any changes in the deferred tax resulting from changes in tax rates, are recognised in the income statement, except from items recognised directly in equity.

ACCOUNTING POLICIES

Liabilities

Amortised cost for short-term liabilities usually corresponds to the 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.

Derivative financial instruments

Derivative financial instruments are initially recognised in the Balance Sheet at cost and subsequently measured at fair value. Positive and negative fair values of derivative financial instruments are recognised under receivables and payables, respectively.

Change in fair value of derivative financial instruments classified as and complying with the criteria for hedging of the fair value of a recognised asset or a recognised liability is recognised in the Income Statement together with possible changes in the fair value of the hedged asset or the hedged liability.

Change in fair value of derivative financial instruments classified as and complying with the criteria for hedging of future cash flows is recognised under receivables or payables and under equity. If the future transaction results in recognition of assets or liabilities, all amounts recognised under equity are transferred from equity and recognised under the initial cost of the asset or liability, respectively. If the future transaction results in income or expenses amounts recognised under equity are transferred to the Income Statement for the period where the Income Statement was affected by the hedged amount.

As regards possible derivative financial instruments, which do not comply with the criteria for classification as hedging instruments, any changes in fair value are recognised on a current basis in the Income Statement.

CASH FLOW STATEMENT

With reference to Section 86(4) of the Danish Financial Statements Act, the company has not prepared a cash flow statement. A cash flow statement has been prepared for the Group in the financial statement for Norican Global A/S.