



CBRE Teknisk Servicepartner A/S

Blytækkervej 3
9000 Aalborg
CVR No. 31165563

Annual report 2023

The Annual General Meeting adopted the annual report on 26.06.2024

Michael Kerzel Rusborg
Chairman of the General Meeting

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Entity details

Entity

CBRE Teknisk Servicepartner A/S

Blytækkervej 3

9000 Aalborg

Business Registration No.: 31165563

Date of foundation: 01.01.2008

Registered office: Aalborg

Financial year: 01.01.2023 - 31.12.2023

Board of Directors

Michala Hertzberg Johansen

Henrik Norup Hougaard

Hans Henrik Dahl

Michael Kerzel Rusborg

Max Corkill

Executive Board

Michael Kerzel Rusborg

Auditors

Deloitte Statsautoriseret Revisionspartnerselskab

City Tower, Værkmestergade 2

8000 Aarhus C

Statement by Management

The Board of Directors and the Executive Board have today considered and approved the annual report of CBRE Teknisk Servicepartner A/S for the financial year 01.01.2023 - 31.12.2023.

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

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2023 and of the results of its operations and cash flows for the financial year 01.01.2023 - 31.12.2023.

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

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

Aalborg, 26.06.2024

Executive Board

Michael Kerzel Rusborg

Board of Directors

Michala Hertzberg Johansen

Henrik Norup Hougaard

Hans Henrik Dahl

Michael Kerzel Rusborg

Max Corkill

Independent auditor's report

To the shareholders of CBRE Teknisk Servicepartner A/S

Opinion

We have audited the financial statements of CBRE Teknisk Servicepartner A/S for the financial year 01.01.2023 - 31.12.2023, 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 31.12.2023 and of the results of its operations and cash flows for the financial year 01.01.2023 - 31.12.2023 in accordance with the Danish Financial Statements Act.

Basis for opinion

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

Management's responsibilities for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Statement on the management commentary

Management is responsible for the management commentary.

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

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

Moreover, it is our responsibility to consider whether the management commentary provides the information required by relevant law and regulations.

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 in the relevant law and regulations. We did not identify any material misstatement of the management commentary.

Aarhus, 26.06.2024

Deloitte

Statsautoriseret Revisionspartnerselskab
CVR No. 33963556

Lars Andersen

State Authorised Public Accountant
Identification No (MNE) mne34506

Anders Larsen

State Authorised Public Accountant
Identification No (MNE) mne47818

Management commentary

Financial highlights

	2023	2022	2020/21	2019/20	2018/19
	DKK'000	DKK'000	DKK'000	DKK'000	DKK'000
Key figures					
Revenue	1,079,795	1,017,520	1,008,471	738,144	714,653
Gross profit/loss	163,808	147,525	138,614	106,347	114,052
Operating profit/loss	41,765	41,380	26,404	25,289	31,557
Net financials	(316)	(188)	(428)	149	32
Profit/loss for the year	31,833	32,185	20,294	19,805	24,512
Total assets	415,116	363,306	300,273	272,246	243,035
Investments in property, plant and equipment	12,874	7,045	4,835	4,058	5,719
Equity	123,144	91,311	59,126	50,832	56,026
Cash flows from (used in) operating activities	(5,664)	20,254	(29,601)	27,092	35,767
Cash flows from (used in) investing activities	(12,997)	(7,707)	(7,152)	(5,023)	(12,568)
Cash flows from (used in) financing activities	8,258	(6,454)	28,338	3,091	(18,526)
Ratios					
Gross margin (%)	15.17	14.50	13.74	14.41	15.96
Return on equity (%)	29.69	42.79	36.91	37.07	45.59
Equity ratio (%)	29.66	25.13	19.69	18.67	23.05

The key figures for 2020/21 are not directly comparable to the other key figures, as this financial year contains 15 months, and the balance sheet date has been changed from 30 September to 31 December.

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

Gross margin (%):

Gross profit/loss * 100

Revenue

Return on equity (%):

Profit/loss for the year * 100

Average equity

Equity ratio (%):

Equity * 100

Total assets

Primary activities

CBRE Technical Service Partner is a nationwide technical service partner with more than 1,000 employees, who help Danish industry and business every day as well as expand and future-proof the infrastructure in Denmark.

Regardless of the nature of the task, CBRE Technical Service Partner is able to put together the right team core competencies in electrical engineering, mechanics and automation, so that the customer does not have to coordinate between several Suppliers.

CBRE Technical Service Partner has 17 local branches and is a strong nationwide partner with local proximity to customers.

CBRE Technical Services Partner's goal is to give customers a competitive edge – to a future where the Technological development is a key competitive parameter.

Core business

CBRE Technical Services Partner's core business is built around a business model where employees, competences, concepts and a distinct service culture - based on the precepts; Commitment, Accountability & Freedom, Respect and Humor - is the focal point. Based on this, CBRE Teknisk service partner has established itself as the preferred technical service partner in Denmark within servicing of complete technical systems.

CBRE Technical Service Partner offers technical assistance and service as a stand-alone service on an on-demand basis or as a full-service partner, where responsibility for optimising and adhering to KPIs, such as uptime, is allocated by appointment. In addition, an industrial service concept, ISM, is offered, which includes electrical engineering, automation and mechanical engineering service combined with structured management of the services. The service concept is offered in a fully scalable solution for industrial companies.

CBRE Technical Service Partner offers consultancy, design, project management, execution, documentation as well as testing and commissioning of complete solutions in the technical field in connection with new establishments, expansions, lifetime extensions and optimisation of the customer's facilities. For business customers, we offer many years of experience with electrical technical work – both in new construction and renovation as well as when servicing commercial buildings and shops.

Likewise, CBRE Technical Service Partner has concepts that support the structured inspections both within the periodic and statutory inspections. As part of the value creation, CBRE Technical Services Partner has developed a customer portal where the individual customer has access to see the status and service reports of their technical systems.

In addition, CBRE Technical Service Partner has in recent years built up competencies and concepts around design, installation and servicing of systems for security and monitoring. The concept includes both theft and access control, video surveillance and fire protection.

Specialties

Efficiency and competitiveness in Danish society are to a large extent dependent on well-functioning infrastructure. From airports and highways to district heating and mobile networks, these are all parts of the backbone that binds Denmark together.

In addition to the core areas, CBRE Technical Service Partner focuses on a number of specialties in which infrastructure and the green transition is broadly rooted. CBRE Technical Service Partner therefore has a broad group of specialists who can ensure better mobile coverage, increase bandwidth, service power plants and install charging stations for electric cars, and Buses.

Digitalization and Industry 4.0

CBRE Technical Services Partner is at the forefront of development, and has been successful in developing, selling and implement digital solutions under the name Production Intelligence®. The solutions can digitize difficult workflows, optimize productivity, improve uptime, reduce wasted time, and reduce energy consumption, so that industry in Denmark can continue to be competitive and retain jobs in Denmark.

Valuable customer relationships

CBRE Technical Service Partner wants to establish long-term customer relationships and close partnerships through a Committed collaboration based on responsibility, respect and trust. The customer group consists of a large number of well-established large and medium-sized companies, which is why it is important to deliver solutions that are scalable and can be used by all types of customers.

The customer group is continuously expanded, partly through proactive sales work and through recommendations in networks that emphasize professional skills and industry knowledge are highly valued.

Development in activities and finances

The financial year was affected by an IT incident in Q2 which caused some disruption to operations and bookkeeping for a short period. Gross margins rose to DKK 163.8m, a year on year increase of 11% however higher distribution and administrative expenses meant Profit before tax rose only 0.6%

During the financial year, the incident primarily impacted the effective utilisation of the CBRE Technical Service Partner resource however, revenue rose to a record turnover of 1,080 million, driven by organic growth.

Profit/loss for the year in relation to expected developments

The financial performance in 2023 represented another year of growth, however, the growth was less than expected. The temporary interruption to the business resulting from the IT outage in conjunction with tougher trading conditions, particularly in Q4 2023, resulted in more modest growth than had been forecast.

Uncertainty relating to recognition and measurement

The company conducts close monthly follow-up of the ongoing work, as well as the development and scope of the Guarantee costs. It is thus the management's assessment that there is no uncertainty at the time of recognition or measurement of accounting items, beyond what may be considered normal in the business areas the company operates in.

Unusual circumstances affecting recognition and measurement

The IT incident resulted in manual recording of information for a finite period of time, however the ERP was subsequently updated and there has been no impact on recognition or measurement in the year.

Outlook

Management expects organic growth in 2024 to focus on the core areas and specialties as well as an increased focus on structured service and maintenance both directly and in close collaboration with CBRE Group.

At the same time, CBRE Technical Services Partner expects to take advantage of the opportunity to expand the geographical presence and the customer portfolio further on Zealand. There is great readiness, energy and motivation in the organisation in relation to continuing the positive development that has been carried out in recent years.

For the next financial year, further development of competences, concepts and especially cooperation and joint concepts with the CBRE Group are expected to facilitate continued organic revenue growth albeit this is expected to be modest in 2024 given market pressures. Focus will remain on driving improvement of operational profit margin with this expected to increase by a minimum of 1%, measured as a % of Revenue.

Knowledge resources

CBRE Technical Service Partner makes a living from having skilled and competent employees who understand the customers' challenges and can help solve customers' challenges. Therefore, the most important resource are employees – and the employees' know-how, skills and attitudes are crucial for competitiveness. It is therefore crucial to be able to attract and retain the right employees.

The company's employees have broad and deep competencies in many technical areas. To ensure a targeted further development of these competencies, investments are continuously made in targeted continuing education of Employees.

The company's profile is made up of the employees, which is why all employees are expected to show responsibility behaviour and actions, as well as acting loyally towards the company, customers and partners in all business activities.

CBRE Technical Service Partner ensures that all employees receive adequate and appropriate training and instruction to carry out the work in a safe manner. It is expected that all employees at all times comply with applicable laws and regulations, and at the same time are aware that breaches of these may have an impact on their Employment.

We often work in a dangerous working environment and there is a constant focus on working conditions and safety.

The organisation of work and training of the employees of CBRE Technical Service Partner is carried out in such a way that:

- Accidents at work are avoided as much as possible.
- Safety campaigns are carried out on an ongoing basis for selected focus areas, while the employees receive updated safety information as well as 'Lessons Learned', which is prepared for all accidents.
- We work according to a zero-occupational accident policy and we try to reduce the risk of occupational accidents, where the goal is to reduce the risk of occupational accidents. Ultimate goal being to completely avoid occupational accidents, which is sought to be realized, among other things, through registration and analysis of near misses and the implementation of measures to prevent the recurrence of accidents.

The management has for the calendar year 2024, a goal of reducing the number of occupational accidents compared to the previous year, so that the company is closer to the goal of zero accidents at work.

The focus is on CBRE Technical Service Partner's employees working in a physically and mentally healthy and safe working environment. As a result of this work, a sickness absence has been realized in the financial year, which is

at the level of the industry average. Management has a goal for the calendar year 2024 to reduce sickness absence is further reduced.

Employees

CBRE Technical Services Partner offers opportunities to try something new, grow professionally and make a career, both professionally as well as managerially.

Workforce training is a crucial part of the business model of CBRE Technical Services Partner, in order to ensure a competent workforce for the future. Therefore, CBRE Technical Service Partner takes joint responsibility for training employees to become skilled in their profession, and the company has on average had 140 electrician apprentices.

Employees are hired on the basis of their professional qualifications and CBRE Technical Service Partner processes on equal terms, irrespective of ethnic or national origin, gender, race, religion, belief, political opinion, sexual orientation, age or disability.

CBRE Technical Services Partner gives its employees the freedom to conduct collective bargaining through their respective trade unions and comply with the collective agreements that are made. It is ensured that no coercive or coercive measures have been used including child labour for the products and services provided by the Technical Service Partner both directly or indirectly through CBRE Technical Service Partners' suppliers.

Environmental performance

The most significant risk to the environment and climate is if the CBRE Technical Service Partner uses materials such as impact on the environment, or if the CBRE Technical Service Partner unnecessarily burdens the environment in connection with transport to a customer task.

CBRE Technical Service Partner adheres to CBRE's global policy on the environment, which is referenced at <https://www.cbre.com/about-us/corporate-responsibility/corporate-responsibility-planet>. CBRE Technical Service Partner manages risk through this policy, as well as through our activities and actions.

- There is an ongoing focus on reducing the environmental impact, which primarily consists of fuel consumption, CO2 emissions, environmentally hazardous waste and consumption of energy for electricity and heat.
- In 2022, a conversion of the company's car fleet from diesel to electric was initiated. It is expected in the coming years that vehicles that are primarily used in urban areas are converted to environmentally friendly alternatives to the greatest extent possible. This program has continued throughout 2023
- CBRE Technical Services Partner offers customers services and digital solutions to ensure they can comply with laws and requirements from Danish authorities, as well as improving their sustainability through energy-efficient electrical solutions.
- Efforts are made at all levels of the organization to minimize the environmental impact in every context. Reduction of the total environmental impact is made based on a prioritisation of the company's operations, environmental considerations and economy.
- The company has a large car fleet and emphasizes using cars that are environmentally friendly. The company expects that the fuel consumption of the vans, which will be replaced over the next few years, will contribute to a significant improved fuel economy. Furthermore, we expect to increase the share of electric cars once we have identified the specific and practical experience with electric cars and the necessary infrastructure for service vehicles is present.

White plates/benefit cars:

As of January 1st 2025, all new car orders will be purely electric, resulting in 100% of the fleet being electric by January 1st 2029.

Yellow plates/vans:

Where supply and infrastructure allows the following are targets for the % of the fleet being purely electric by year:

- Accumulated 10% electrified by end 2024
- Accumulated 20% electrified by end 2025
- Accumulated 40% electrified by end 2026
- Accumulated 60% electrified by end 2027
- Accumulated 80% electrified by end 2028
- Accumulated 100% electrified by end 2029

Statutory report on corporate social responsibility

CBRE Technical Service Partner adheres to CBRE's global policies on Corporate and Social Responsibility, which are referenced at the following link: <https://www.cbre.com/about-us/corporate-responsibility/corporate-responsibility-practices>

Rigorous governance ensures that we always serve our clients, shareholders, and employees with the utmost integrity. We conduct business the right way every day by embodying our RISE values:

- **RESPECT:** We act with consideration for diverse perspectives and share information openly to inspire trust and encourage collaboration.
- **INTEGRITY:** No individual, deal or client is more important than our commitment to our company and what we stand for.
- **SERVICE:** We approach challenges with enthusiasm and diligence, building long-term relationships by connecting the right people, capital and opportunities.
- **EXCELLENCE:** We focus relentlessly on creating winning outcomes for our clients, employees and shareholders.

These values guide everything we do. They are the foundation of our Standards of Business Conduct and our program and approach to ethics and compliance at CBRE.

CBRE Technical Service Partner adhered to CBRE's Standards of Business Conduct, which establish the basic principles under which CBRE Technical service partner runs business. This Code of Conduct obliges all employees and is handed over to the employees upon employment. There is also an annual requirement for employees to sign an agreement, reconfirming their commitment to CBRE's RISE values.

The CBRE Supplier Code of Conduct is required of suppliers and is primarily based on the Ten Principles of the United Nations Global Compact covering Human Rights, Labor Practices, Anti-Corruption and Environmental Practices and establishes expectations on supplier business conduct as it relates to how goods and services are provided to us and our clients.

CBRE has a global Ethics Helpline available 24/7 in every country it does business to allow anonymous reporting with guarantee of zero tolerance and retaliation.

During 2023, we have not found any breaches to our policies, nor have we identified any materials risks within CSR- related areas.

The Company focuses on ensuring a safe and healthy work environment for all employees. Through various Quality, Health, Safety and Environment measurements to manage the efficiency in our Health & Safety procedures in our operations, internally as well as externally at our customer sites.

The Company has performed its yearly Employee Engagement Survey and is together with the People department in close contact with the organization to ensure, that the Company is addressing any potential risks or issues in our ways of working and daily operations that might have a negative impact on the Company's staff and well-being. There have been no significant accidents or work-related fatalities on-site in 2023. This will remain a key focus in 2024.

Human Rights

CBRE Technical Service Partner adheres to CBRE's global policy on Human Rights, which is referenced at the following link: <https://www.cbre.com/about-us/corporate-responsibility/corporate-responsibility-practices/ethics-and-compliance>.

CBRE's supply chain is critical to our success. We require all our suppliers to provide services in a responsible manner and we conduct supplier screening on environmental, social and governance criteria. We have a zero-tolerance approach to modern slavery and are committed to consistently reviewing and strengthening our processes and systems to minimise the risk of human rights infringements anywhere in our supply chain.

The most significant risk in relation to human rights within CBRE Technical Service Partner is discrimination against an employee or job applicant, which would have a negative impact on CBRE Technical Services Partner's ability to retain and attract employees who are CBRE Technical Service Partners is the most important resource. Commitment to CBRE's RISE values and the requirement for all employees, including management, to complete regular training on both these values and the Standards of Business Conduct, mitigates this risk.

In 2023 we have found no breach of policy and there have been no reported Human Rights violations.

Bribery and Corruption

The most significant risk for CBRE Technical Service Partner is that an employee uses funds to obtain an unjustified advantage from another party or vice versa resulting in violation of legislation and the trust of our customers and suppliers.

CBRE Technical Service Partner adhered to CBRE's Standards of Business Conduct, which establish the basic principles under which CBRE Technical service partner runs business. This Code of Conduct obliges all employees and is handed over to the employees upon employment. There is also an annual requirement for employees to sign an agreement, reconfirming their commitment to CBRE's RISE values and Business Conduct policy.

Management are committed to consistently reviewing and strengthening our processes and systems continually such that policy remains appropriate to address all CSR risks and both Human Rights and Bribery and Corruption will remain a key focus in 2024.

In 2023 we have found no breach of policy and there have been no reported instances of bribery or corruption.

Statutory report on the underrepresented gender

2023

Supreme management body

Total number of members	5
Underrepresented gender (%)	20.00
Target figures (%)	33.33
Year of expected achievement of target figures	2024

This stability and continuity in the composition of the Board of Directors is sought to be maintained in the future. The Board of Directors of CBRE Technical Service Partner consists of 3 members elected by the general meeting and two employee-elected members, of which 1 female board member and 4 male board members.

Within the Technical Services Industry, women make up a very low % of the workforce (as described within a recent publication by The Danish Ministry of Employment kvinder-og-maend-paa-arbejdsmarkedet-2024.pdf (bm.dk)). This creates pressure on the availability of skilled professionals and continues to be a significant factor in our challenge to close gender representation gaps. That being said, we are committed to meeting the target of 33.33% of a board with 6 members by the end of 2024.

2023

Other management levels

Total number of members	23
Underrepresented gender (%)	17.40
Target figures (%)	40.00
Year of expected achievement of target figures	2028

Other levels of management have been defined as those in the second level of management, being second to the board, including heads of operational and supporting departments such as HR, Payroll, Finance.

CBRE Technical Services Partner has so far and will continue to strive to recruit the most suitable board members, managers and other employees regardless of gender. The principles are set out in a separate section on equality under CBRE Technical Services Partner's CSR policy, including that we focus on promoting the underrepresented genders in the rest of the management.

The company's recruitment and personnel policies support the policy regarding the underrepresented sex. To implement this policy, CBRE Technical Services Partner focuses on ensuring that job postings appear gender-neutral, and that at job interviews for positions in management, as far as possible, there are candidates from the underrepresented sex.

Statutory report on data ethics policy

CBRE Technical Service Partner's business area is B2B, which is why CBRE generally does not collect, use and share personal data for customers or the like. We therefore do not have a policy for data ethics, but we are aware that data must be handled with respect and transparency. The individual necessary data is treated as strictly confidential and information about the storage of data, in these cases. CBRE Technical Service Partners has implemented a data protection and IT security policy, e.g. for securing personal data.

Please also refer to <https://www.cbre.com/about-us/corporate-responsibility> published by CBRE Group, Inc.,

2100 McKinney Avenue, Suite 1250, Dallas, TX 75201.

Events after the balance sheet date

From the balance sheet date until today, no circumstances have arisen that affect the assessment of the annual report.

Income statement for 2023

	Notes	2023 DKK	2022 DKK
Revenue	3	1,079,794,828	1,017,520,387
Production costs		(915,986,489)	(869,995,456)
Gross profit/loss		163,808,339	147,524,931
Distribution costs		(43,432,968)	(38,614,700)
Administrative expenses	4	(99,359,773)	(80,699,644)
Other operating income		20,749,241	13,169,725
Operating profit/loss		41,764,839	41,380,312
Other financial income		769,641	244,480
Other financial expenses		(1,085,569)	(432,364)
Profit/loss before tax		41,448,911	41,192,428
Tax on profit/loss for the year	7	(9,615,982)	(9,007,315)
Profit/loss for the year	8	31,832,929	32,185,113

Balance sheet at 31.12.2023

Assets

	Notes	2023 DKK	2022 DKK
Completed development projects	10	3,055,050	5,391,320
Acquired licences		54,567	163,703
Goodwill		2,584,726	3,510,524
Development projects in progress	10	456,260	384,466
Intangible assets	9	6,150,603	9,450,013
Other fixtures and fittings, tools and equipment		12,832,400	5,777,677
Leasehold improvements		4,470,469	4,789,594
Property, plant and equipment in progress		0	534,549
Property, plant and equipment	11	17,302,869	11,101,820
Other investments		37,000	37,000
Deposits		1,240,384	1,215,529
Financial assets	12	1,277,384	1,252,529
Fixed assets		24,730,856	21,804,362
Raw materials and consumables		4,526,213	7,099,388
Inventories		4,526,213	7,099,388
Trade receivables		292,378,965	222,652,392
Contract work in progress	13	49,793,379	67,763,478
Receivables from group enterprises		6,250,758	7,033,447
Other receivables		10,483,185	1,304,089
Prepayments	14	9,087,695	7,380,009
Receivables		367,993,982	306,133,415
Cash		17,864,615	28,268,448
Current assets		390,384,810	341,501,251
Assets		415,115,666	363,305,613

Equity and liabilities

	Notes	2023 DKK	2022 DKK
Contributed capital		3,480,000	3,480,000
Reserve for development expenditure		2,738,822	4,183,777
Retained earnings		116,925,216	83,647,332
Equity		123,144,038	91,311,109
Deferred tax	15	15,415,000	14,883,000
Other provisions	16	2,653,000	2,504,768
Provisions		18,068,000	17,387,768
Prepayments received from customers		1,423,196	0
Contract work in progress	13	27,412,831	22,613,741
Trade payables		76,074,785	88,171,844
Payables to group enterprises		71,853,108	63,595,466
Joint taxation contribution payable		8,671,629	10,081,770
Other payables	17	88,468,079	70,143,915
Current liabilities other than provisions		273,903,628	254,606,736
Liabilities other than provisions		273,903,628	254,606,736
Equity and liabilities		415,115,666	363,305,613

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Group relations	24

Statement of changes in equity for 2023

	Contributed capital DKK	Reserve for development expenditure DKK	Retained earnings DKK	Total DKK
Equity beginning of year	3,480,000	4,183,777	83,647,332	91,311,109
Transfer to reserves	0	(1,444,955)	1,444,955	0
Profit/loss for the year	0	0	31,832,929	31,832,929
Equity end of year	3,480,000	2,738,822	116,925,216	123,144,038

Cash flow statement for 2023

	Notes	2023 DKK	2022 DKK
Operating profit/loss		41,764,839	41,380,312
Amortisation, depreciation and impairment losses		10,070,554	9,164,819
Other provisions		148,232	(179,611)
Working capital changes	18	(46,838,001)	(27,802,021)
Cash flow from ordinary operating activities		5,145,624	22,563,499
Financial income received		769,641	244,480
Financial expenses paid		(1,085,569)	(432,364)
Taxes refunded/(paid)		(10,494,133)	(2,121,227)
Cash flows from operating activities		(5,664,437)	20,254,388
Acquisition etc of intangible assets		(98,494)	(647,583)
Acquisition etc of property, plant and equipment		(12,873,689)	(7,045,318)
Sale of property, plant and equipment		0	127,167
Change in Deposits		(24,855)	(141,147)
Cash flows from investing activities		(12,997,038)	(7,706,881)
Free cash flows generated from operations and investments before financing		(18,661,475)	12,547,507
Incurrence of debt to group enterprises		8,257,642	0
Repayment of debt to group enterprises		0	(5,413,161)
Reduction of lease commitments		0	(1,040,534)
Cash flows from financing activities		8,257,642	(6,453,695)
Increase/decrease in cash and cash equivalents		(10,403,833)	6,093,812
Cash and cash equivalents beginning of year		28,268,448	22,174,636
Cash and cash equivalents end of year		17,864,615	28,268,448
Cash and cash equivalents at year-end are composed of:			
Cash		17,864,615	28,268,448
Cash and cash equivalents end of year		17,864,615	28,268,448

Notes

1 Unusual circumstances

During the financial year, the company experienced an IT incident, resulting in a temporary disruption of certain systems and processes. The incident led to a temporary disruption of operations and incurred operational costs that would not have otherwise been incurred. However, the company has implemented appropriate measures to restore the systems and processes and mitigate the adverse impact on operations.

As a result of the IT incident and in accordance with the company's business interruption insurance coverage, the company has recorded a receivable representing the expected insurance payout. This receivable reflects the amount the company expects to recover from the insurance company for the costs and losses incurred as a direct result of the IT incident.

The recognition of the receivable is based on the company's assessment of the insurance coverage and the anticipated claim process. The final amount and timing of the insurance payout are subject to the approval and determination by the insurance company.

The receivable has been recognized under other receivables on the balance sheet and the expected insurance payout has been recognized as other operating income in the income statement.

2 Events after the balance sheet date

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

3 Revenue

99.5% of the revenue is generated in Denmark compared to 99.0% last year. Revenue delivered to EU countries accounts for 0.2% and outside the EU accounts for 0.3%.

4 Fees to the auditor appointed by the Annual General Meeting

	2023	2022
	DKK	DKK
Statutory audit services	380,000	235,000
Tax services	18,000	0
Other services	205,760	25,000
	603,760	260,000

5 Staff costs

	2023	2022
	DKK	DKK
Wages and salaries	503,516,187	461,242,239
Pension costs	45,334,673	35,747,802
Other social security costs	14,683,052	13,438,111
Other staff costs	12,946,976	11,999,619
	576,480,888	522,427,771
Average number of full-time employees	1,005	936

	Remuneration of Management 2023 DKK	Remuneration of Management 2022 DKK
Executive Board	2,702,636	0
Board of Directors	202,082	0
Total amount for management categories	0	2,690,626
	2,904,718	2,690,626

According to section 98b, paragraph 3, no. 2 of the Danish Financial Statements Act, information on management remuneration in the comparative year is presented collectively, as the board of directors consisted of only one person.

As some of the members of the Board of Directors are not directly remunerated by the company, part of the disclosed remuneration of the Board of Directors is an estimated amount covering their managerial duties within the company.

6 Depreciation, amortisation and impairment losses

	2023	2022
	DKK	DKK
Amortisation of intangible assets	3,397,904	4,040,956
Depreciation of property, plant and equipment	6,672,640	5,246,446
	10,070,544	9,287,402

7 Tax on profit/loss for the year

	2023	2022
	DKK	DKK
Current tax	8,671,629	8,096,315
Change in deferred tax	532,000	911,000
Adjustment concerning previous years	412,353	0
	9,615,982	9,007,315

8 Proposed distribution of profit and loss

	2023 DKK	2022 DKK
Retained earnings	31,832,929	32,185,113
	31,832,929	32,185,113

9 Intangible assets

	Completed development projects DKK	Acquired licences DKK	Goodwill DKK	Development projects in progress DKK
Cost beginning of year	28,458,117	530,000	37,236,974	384,466
Additions	26,700	0	0	71,794
Cost end of year	28,484,817	530,000	37,236,974	456,260
Amortisation and impairment losses beginning of year	(23,066,797)	(366,297)	(33,726,450)	0
Amortisation for the year	(2,362,970)	(109,136)	(925,798)	0
Amortisation and impairment losses end of year	(25,429,767)	(475,433)	(34,652,248)	0
Carrying amount end of year	3,055,050	54,567	2,584,726	456,260

10 Development projects

The company is continuously working on business development. The business-oriented digital customer solutions have been optimised with input from significant reference customers, creating the opportunity to visualise and reduce waste, contribute to efficiency improvements in work processes, and improve uptime for customers through the use of CBRE Teknisk Servicepartner A/S' Production Intelligence® solutions.

The projects also consists of development of the mandatory portal for structured periodic and mandatory inspections, as well as the concept within the field of fire and safety.

In addition to the above the company has also invested resources in developing a comprehensive digitalisation strategy, aimed at ensuring ongoing and structured development of CBRE Teknisk Servicepartner A/S' digital platform. Additionally, a new app-based communication channel for CBRE Teknisk Servicepartner A/S' employees has been implemented, with the purpose of ensuring relevant communication and creating a common platform among CBRE Teknisk Servicepartner A/S' employees.

Management has assessed that there is no impairment requirement for the capitalised development costs.

11 Property, plant and equipment

	Other fixtures and fittings, tools and equipment DKK	Leasehold improvements DKK	Property, plant and equipment in progress DKK
Cost beginning of year	29,707,340	20,344,496	534,549
Transfers	0	534,549	(534,549)
Additions	12,028,695	844,994	0
Cost end of year	41,736,035	21,724,039	0
Depreciation and impairment losses beginning of year	(23,929,663)	(15,554,902)	0
Depreciation for the year	(4,973,972)	(1,698,668)	0
Depreciation and impairment losses end of year	(28,903,635)	(17,253,570)	0
Carrying amount end of year	12,832,400	4,470,469	0

12 Financial assets

	Other investments DKK	Deposits DKK
Cost beginning of year	37,000	1,215,529
Additions	0	24,855
Cost end of year	37,000	1,240,384
Carrying amount end of year	37,000	1,240,384

13 Contract work in progress

	2023 DKK	2022 DKK
Contract work in progress	391,248,124	426,948,521
Progress billings regarding contract work in progress	(368,867,576)	(381,798,784)
Transferred to liabilities other than provisions	27,412,831	22,613,741
	49,793,379	67,763,478

14 Prepayments

Accruals consist of prepaid expenses primarily related to licenses, rent, and insurance.

15 Deferred tax

	2023 DKK	2022 DKK
Intangible assets	1,047,000	1,598,000
Property, plant and equipment	(172,000)	(146,000)
Receivables	15,016,000	13,880,000
Liabilities other than provisions	(476,000)	(449,000)
Deferred tax	15,415,000	14,883,000

	2023	2022
	DKK	DKK
Changes during the year		
Beginning of year	14,883,000	13,972,000
Recognised in the income statement	532,000	911,000
End of year	15,415,000	14,883,000

16 Other provisions

Other provisions relate to warranty obligations and provisions for losses on work in progress.

17 Other payables

	2023	2022
	DKK	DKK
VAT and duties	18,845,855	18,567,699
Wages and salaries, personal income taxes, social security costs, etc payable	67,174,396	49,108,197
Other costs payable	2,447,828	2,468,019
	88,468,079	70,143,915

18 Changes in working capital

	2023	2022
	DKK	DKK
Increase/decrease in inventories	2,573,174	(1,647,036)
Increase/decrease in receivables	(61,860,564)	(56,663,535)
Increase/decrease in trade payables etc	12,449,389	30,508,550
	(46,838,001)	(27,802,021)

19 Unrecognised rental and lease commitments

	2023	2022
	DKK	DKK
Liabilities under rental or lease agreements until maturity in total	62,004,375	52,213,125

20 Contingent liabilities

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

21 Assets charged and collateral

In connection with ongoing and completed projects, guarantees have been provided for 25,046 thousand DKK as of 31 December 2023 (22,704 thousand DKK as of 31 December 2022). In addition, guarantee and security deposits have been provided regarding the company's leases for 3,328 thousand DKK as of 31 December 2023 (3,328 thousand DKK as of 31 December 2022).

22 Related parties with controlling interest

CBRE GWS Denmark ApS, located at Rued Langgaards Vej 8, 5, 2300 Copenhagen S, owns all shares in the company and thus has controlling influence over it.

23 Non-arm's length related party transactions

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

24 Group relations

Name and registered office of the Parent preparing consolidated financial statements for the largest group:
CBRE Group, Inc., 2100 McKinney Avenue, Suite 1250, Dallas, TX 75201, USA

Name and registered office of the Parent preparing consolidated financial statements for the smallest group:
Relam Amsterdam Holdings B.V., Prinse Berhardplein 200, 1097JB Amsterdam, Netherlands

Copies of the consolidated financial statements of CBRE Group, Inc and Relam Amsterdam Holdings B.V. may be ordered at the following addresses:

CBRE Group, Inc., 2100 McKinney Avenue, Suite 1250, Dallas, TX 75201, USA

Relam Amsterdam Holdings B.V., Prinse Berhardplein 200, 1097JB Amsterdam, Netherlands

Accounting policies

Reporting class

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

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

Recognition and measurement

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

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

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

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

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

Income statement

Revenue

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

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

Production costs

Production costs comprise expenses incurred to earn revenue for the financial year. Production costs comprise direct and indirect costs for raw materials and consumables, wages and salaries, rent and lease, and amortisation, depreciation and impairment losses relating to intangible assets and property, plant and equipment included in the production process. In addition, the item includes normal write-down of inventories.

Distribution costs

Distribution costs comprise costs incurred for sale and distribution of the Entity's products, including wages and salaries for sales staff, advertising costs, travelling and entertainment expenses, etc, and amortisation, depreciation and impairment losses relating to intangible assets and property, plant and equipment involved in

the distribution process.

Administrative expenses

Administrative expenses comprise expenses incurred for the Entity's administrative functions, including wages and salaries for administrative staff and Management, stationery and office supplies, and amortisation, depreciation and impairment losses relating to intangible assets and property, plant and equipment used for administration of the Entity.

Other operating income

Other operating income comprises income of a secondary nature as viewed in relation to the Entity's primary activities, including profit from the sale of property, plant and equipment, and salary refunds.

Other financial income

Other financial income comprises interest income, net capital or exchange gains on securities, payables and transactions in foreign currencies, amortisation of financial assets, and tax relief under the Danish Tax Prepayment Scheme etc.

Other financial expenses

Other financial expenses comprise interest expenses, net capital or exchange losses on securities, payables and transactions in foreign currencies, amortisation of financial liabilities, and tax surcharge under the Danish Tax Prepayment Scheme etc.

Tax on profit/loss for the year

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

The Entity is jointly taxed with all Danish group enterprises. The current Danish income tax is allocated among the jointly taxed entities proportionally to their taxable income (full allocation with a refund concerning tax losses).

Balance sheet**Goodwill**

Goodwill is the positive difference between cost and fair value of assets and liabilities arising from acquisitions. Goodwill is amortised straight-line over its estimated useful life, which is fixed based on the experience gained by Management for each business area. For goodwill, useful life has been determined based on an assessment of whether the enterprises are strategically acquired enterprises with a strong market position and a long-term earnings profile and whether the amount of goodwill includes intangible resources of a temporary nature that cannot be separated and recognised as separate assets. Useful lives are reassessed annually. The amortisation periods used are 10 years.

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

Intellectual property rights etc

Intellectual property rights etc comprise development projects completed and in progress with related acquired intellectual property rights.

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 in the reserve for development costs that is reduced as the development projects are amortised and written down.

The cost of development projects comprises costs such as salaries and amortisation that are directly and indirectly attributable to the development projects.

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 project.

Completed development projects are amortised on a straight-line basis using their estimated useful lives which are determined based on a specific assessment of each development project. If the useful life cannot be estimated reliably, it is fixed at 10 years. For development projects protected by intellectual property rights, the maximum period of amortisation is the remaining duration of the relevant rights. The amortisation periods used are 3-10 years.

Intellectual property 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.

Intellectual property rights etc are written down to the lower of recoverable amount and carrying amount.

Property, plant and equipment

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

Cost comprises the acquisition price, costs directly attributable to the acquisition and preparation costs of the asset until the time when it is ready to be put into operation.

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

	Useful life
Other fixtures and fittings, tools and equipment	3-5 years
Leasehold improvements	3-7 years

For leasehold improvements and assets subject to finance leases, the depreciation period cannot exceed the contract period.

Estimated useful lives and residual values are reassessed annually.

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

Other investments

Other investments comprise unlisted equity investments measured at the lower of cost and net realisable value.

Inventories

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

Cost consists of purchase price plus delivery costs.

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

Receivables

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

Contract work in progress

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

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

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

Each contract in progress is recognised in the balance sheet in receivables or liabilities other than provisions, depending on whether the net value, calculated as the selling price less prepayments received, is positive or negative.

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

Prepayments

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

Cash

Cash comprises cash in hand and bank deposits.

Deferred tax

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

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

Other provisions

Other provisions comprise anticipated costs of non-recourse guarantee commitments and loss on contract work in progress.

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.

Once it is probable that total costs will exceed total income from a contract in progress, provision is made for the total loss estimated to result from the relevant contract.

Operating leases

Lease payments on operating leases are recognised on a straight-line basis in the income statement over the term of the lease.

Other financial liabilities

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

Prepayments received from customers

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

Joint taxation contributions payable or receivable

Current joint taxation contributions receivable or joint taxation contributions payable are recognised in the balance sheet, calculated as tax computed on the taxable income of the year, which has been adjusted for prepaid tax.

Cash flow statement

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

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

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

Cash flows from financing activities comprise raising of loans, repayments of interest-bearing debt, including lease liabilities, and payment of dividend.

Cash and cash equivalents comprise cash.