NORRIQ

Your Business - Simplified

2021

ANNUAL REPORT

NORRIQ Holding A/S
Vibeholms Allé 18-20
2605 Brøndby
CVR no. 35 24 94 27

The Annual Report was presented and approved at the Annual General Meeting of the Company on 20 April 2022.
Chairman: Klaus Rasmussen

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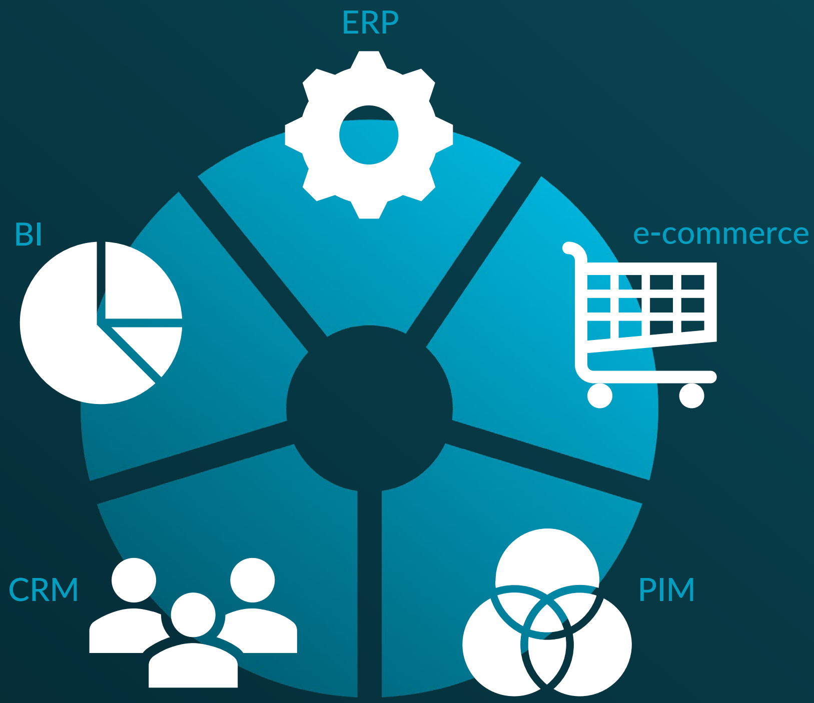
Management's review

Consolidated and Parent Company Financial Statements 1 January - 31 December

What do we do at NORRIQ?



Principal activity

NORRIQ has been brought into the world to help corporations reach their full business potential with technology and digital transformation.

We want to run a company that will take full responsibility for digitizing a business across the entire value chain. That's why we're organized around your needs, and NORRIQ's core competencies embrace ERP, CRM, PIM, Business Intelligence, and e-commerce.

Realize your full business potential with NORRIQ

Even more companies are moving to the cloud

2021 has been a year filled with challenges all over the world but that doesn't stop NORRIQ from growing and innovating.

Development in activities and financial and economic position

The overall result is satisfactory and meets expectations. In 2021, the group realized an ordinary EBITDA of DKK 20.7 million compared to DKK 3.7 million in 2020. The increase in the result is driven by our continued investment in our transformation to the cloud and the streamlining program executed in 2020. These efforts have structurally lowered our cost base and had a positive impact on our profitability in 2021, the effects of which will be going forward.
We continue our journey towards the Cloud and a more subscription-based business, making the business more predictable.

Subscription-based business

The transformation to Cloud is also a move away from an unpredictable one-off sale of services and software to a far more predictable subscription business. NORRIQ continues to focus on increasing the range of subscription services concerning software and services. The transformation moving the traditional sale of NORRIQ Software products to a subscription-based business model based on rental and SaaS (Software as a Service) has been completed. Our international customer service and support program, NORRIQ Care, has been relaunched and is now the starting point for all services offered, including several new Cloud targeted services.

Growth through internationalization

To create a more competitive business, we have initiated several projects aimed at creating a more integrated organization across units and countries. We call this journey "One NORRIQ". The purpose of One NORRIQ is, on the one hand, to avoid sub-optimization and, on the other, to seek collaboration and synergies across the entire NORRIQ group.

Drink-IT continues the growth and focuses on Cloud

Drink-IT, NORRIQ's industry solution towards beverage producing and distributing companies, continues the positive development and has full focus on the transformation towards Cloud. The solution is implemented in 46 countries and is used by companies such as Pernod Ricard, Carlsberg, Heineken, St Austell and many others.

We will increase investments in organization and products in 2022, and at the same time focus on growth through new strategic partnerships.

CEO

2021 IN NUMBERS:

227 projects have gone live

44 ERP Cloud projects

42 new NORRIQ stars

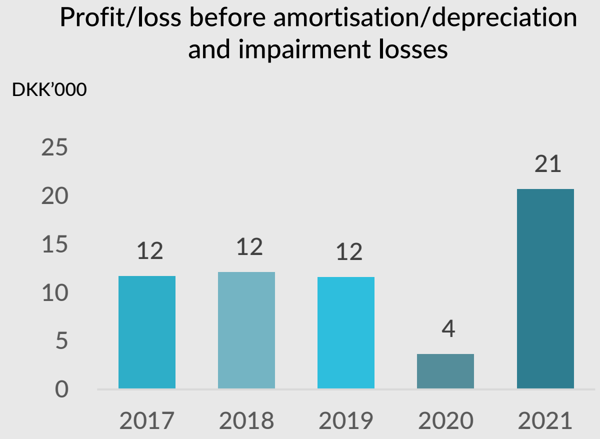
5-year development at NORRIQ Holding A/S

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

	2017 DKK'000	2018 DKK'000	2019 DKK'000	2020 DKK'000	2021 DKK'000
Key figures					
Profit/loss					
Gross profit/loss	120,727	122,454	137,976	118,497	131,800
Profit before depreciation and impairment losses (EBITDA)	11,719	12,144	11,615	3,663	20,708
Profit/loss before net financials	2,276	1,667	2,054	(8,064)	6,933
Net financials	(1,257)	1,075	(960)	(1,301)	(914)
Profit/loss for the year	68,240	(173)	(8,436)	(9,979)	3,782
Profit/loss for the year excl. non-controlling interests	68,770	(412)	(8,398)	(10,077)	3,782
Balance sheet					
Balance sheet total	208,408	166,237	152,496	151,348	158,301
Investment in property, plant and equipment	(1,978)	(1,528)	(828)	(1,742)	(393)
Equity	101,429	50,767	41,863	32,023	35,266
Equity excl. non-controlling interests	102,796	50,524	41,878	32,023	35,266
Number of employees (excluding freelancers and subcontractors)	203	199	206	207	199
Financial ratios					
Solvency ratio	48.7%	30.5%	27.5%	21.2%	22.3%
Return on equity	100.2%	(0.2)%	(18.2)%	(27.0)%	11.2%

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

Where the accounting policies have been changed, the comparatives for 2017 onwards have been restated.
For an account of changes in accounting policies, see the summary of significant accounting policies.



From the beginning, the ambition was to establish a company that perfectly matched the needs we identified with our customers

Industry knowledge. Business understanding. Technology insight.
NORRIQ's comprehensive consultancy and technology insight ensures that customers' solutions are always well thought out and coherent. Our starting point is the customers' business, strategy and competitive situation, and the goal is to help the customers realize their full business potential, through technology and digital transformation.

Industry focus
NORRIQ has industry expertise within food and beverage companies, trade and wholesale companies, manufacturing companies, audit companies, member organizations, pharmaceutical companies and project and service companies.

We are also a software development company. NORRIQ develops, sells, and supports a wide range of complementary and value-adding solutions under the umbrella name, NORRIQ Software. Today there are more than 25,000 users of NORRIQ Software.

We primarily provide services to medium-sized companies but do also cooperate with several larger international organizations.


København


Aalborg


Aarhus


Tremelo


Lummen


Waregem

NORRIQ in numbers

250 employees internationally

10 offices internationally

Offices in 6 different countries

5,000 customers internationally

Implemented solutions in 46 different countries

Over 25,000 users of NORRIQ Software

Why our customers choose us

Strengthen your business with knowledge from NORRIQ
We know that we are no better than the last project we delivered. Fortunately, our customers believe that we are a good business partner and that we create value. We are proud of what we have achieved together!

We want to help our customers all the way and our customers choose us i.a. because of:

Industry and business knowledge

Get the best practice solutions – based on NORRIQ's knowledge of a wide range of industries.

We know your challenges, your opportunities and your business processes - because we have implemented similar solutions for other companies in your industry.

Broad and deep technology insight

Choose a technology house with deep competencies in ERP, CRM, BI, PIM and e-commerce.

We ensure that all solutions are integrated, coordinated, and rooted in your IT strategy.

Standardized and ready-to-run solutions

Get ready-to-run software solutions that cover the entire value chain with user-friendly and intelligent functionality.

But we are also your protector of the individual solutions and customization that ensure the differentiation and competitiveness of your business.

Strong advice and best service

Collaborate with the industry's best advisors.

Our starting point is your business, growth ambition and competitive situation - and our goal is that you are 100% satisfied with your solution.

With NORRIQ Care, you are also guaranteed fast and safe support.

With NORRIQ, you get the best of both worlds: Advice from skilled specialists and ready-to-run solutions that move the business - quickly, safely, and economically.

Be inspired by the success of others

Your Business – Simplified

NORRIQ helps corporations reach their full business potential with technology and digital transformation.

Glaseksperten moves its business into the future

Glaseksperten has moved its business into the future with a "headless" e-commerce platform. The business has also been made more profitable with a user-friendly product configurator for mobile devices.

Digital transformation gears Normann Copenhagen for strengthened global growth

The digitization and streamlining of all vital processes have resulted in many gains and benefits.

Strong growth of Carlsberg in Asia thanks to NAV and Drink-IT

A flexible solution that can be used as a basic system for all new markets in Asia.

Central ERP system at Easyfairs International

Easyfairs International was looking for a uniform system for their financial management of all the offices in different countries, with standard localizations and databases per country that comply with local legislation.

> *We needed a Business Intelligence partner who was technically strong and who at the same time had the business insight and understanding needed - NORRIQ demonstrated just that.*

Mads Stenstrop
Administrerende Direktør, Keflico

Drink-IT is the number one solution for beverage companies

Boost your entire value chain

Drink-IT is an all-in-one, fully integrated beverage business solution. It delivers everything you need to optimize your entire value chain – from sales and marketing and warehouse and distribution, to finance and tax, production and quality, service management and contract management.


Brewery


Soft Drinks & Water


Wholesale Distributor


Distillery


Bottler


Cider Manufacturer

Heineken® Carlsberg Pernod Ricard St Austell Brewery Moosehead Breweries

DRINK-IT By NORRIQ

150 customers in 46 countries. And more than 6,500 users

The number one solution for beverage companies on the Dynamics 365 Platform

A SaaS solution scaling from small companies to market leaders

We develop the talents of the future

NORRIQ Talent Academy is an 18 months competency development program where the participants learn to succeed in their role as Consultant or Developer. The program is centered around different role models, learning formats, and information.

GOAL

Innovative learning
The goal is to transform company, knowledge, know-how, and experiences into a structured program that can be used across the organization with 25 Talents in the next year.

PURPOSE

Enables Talent growth
The purpose of NORRIQ Talent Academy is to address the recruitment issues proactively and ensure future resources and talent in our organization.

NORRIQ Talent Academy

Teamwork and competition

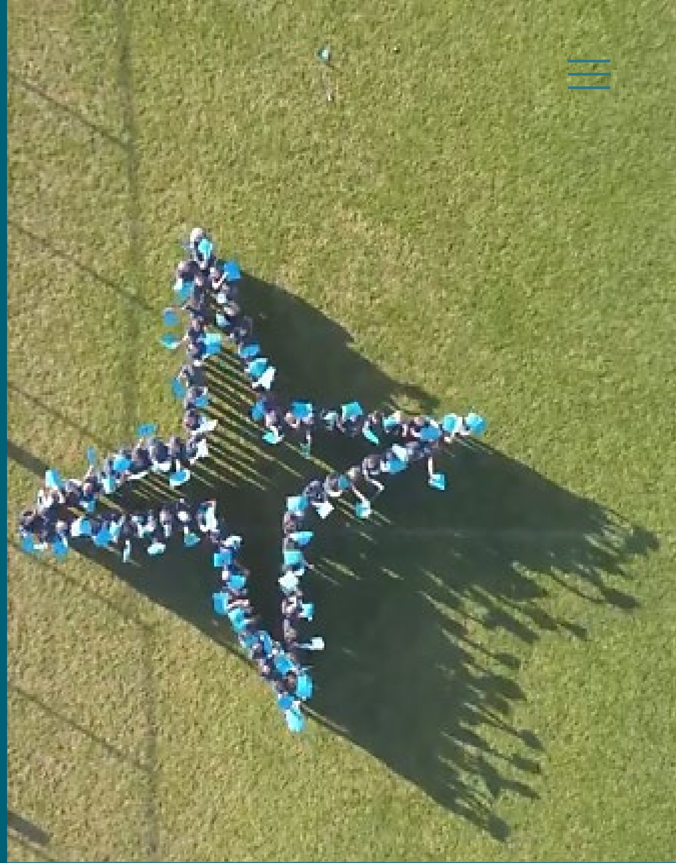
At NORRIQ, colleagues are more than just people we work with. Therefore, we appreciate that our employees feel like spending time together outside the workplace. We believe that it creates even more unity, which benefits both our employees and customers.

NORRIQ teams ran for health and community for the world's largest exercise race, the DHL Run.

NORRIQ is all about high performance. One weekend a group of employees are participating in the iconic Mont Ventoux race. The route climbs 5,500 meters over 200 km. Let the race begin!

A team – both at work and on the ice hockey field. At NORRIQ, colleagues are more than just people we work with.

HACKATON was held in a suitably large holiday home with NORRIQ e-Business. Great trip with lots of team spirit. In addition to fun, tasks of various kinds were handed out, which had to be done over the two days.



Employees are the most important resource

NORRIQ is dependent on competent, motivated, and customer-oriented employees who thrive in their jobs. The focus is to create a workplace with diversity in both ages, gender, and skillset with a clear recruitment strategy to support this.

Continuous development of employees remains a high priority, hence an international project aimed at formalizing talent development, including personal and professional development of employees, has been initiated.

Moreover, NORRIQ continues the health concept, NORRIQ Healthcare, an initiative focusing on the physical and mental health of the employees, and therefore offers several initiatives that inspire a healthier and more active lifestyle.

Our business is about your business

We strive to give companies the best conditions for achieving their goals.

MISSION

Enables growth

Based on NORRIQ's deep industry knowledge and 360˚ service concept, NORRIQ delivers efficient, integrated, and standardized solutions that are easy to implement and simplify the everyday life of our customers.

VISION

Innovative business IT

NORRIQ will be in front of the business IT revolution. From the administration to the boardroom – from the back-office to the store. NORRIQ always strives to give people and companies the best conditions for achieving their goals.

NORRIQ
Your Business - Simplified

Your Business - Simplified

Our tagline is "Your Business - Simplified"

These are three words we do not take lightly. They always remind us that our business is about your business. And that we must always strive for the simple and uncomplicated rather than the complex and cumbersome in the solutions we develop for our customers.

Risk, environment, and future expectations

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 or group's financial position.

Operating risks
The company's most significant operating risk is primarily linked to the company's agreement with Microsoft, as well as the company's ability to retain, develop and attract employees with competencies within the Microsoft Dynamics 365 suite.

Recognition and measurement
Intangible assets include development projects of DKK 31.3 million and goodwill of DKK 12.3 million. The management considers the conditions for capitalization of development projects to be met, just like the management considers the recoverable value of the equity investments in NORRIQ Belgium NV and NORRIQ Danmark A/S to be at least equivalent to the recognized value. The assessment thereof is subject to accounting estimates.

Interest rate and foreign currency risks
The company is also exposed to foreign exchange risks as regards the current operations. Interest and foreign exchange risks are not hedged.

Credit risks
Credit risks, related to the value of current assets, corresponding to the values recognized in the balance sheet. The company has no significant risks regarding individual customers.

Environmental situation
As a consultancy, NORRIQ has a limited influence on the external environment. However, the environment is considered to the extent it is relevant and possible.

Knowledge resources
The company's consultancy business places particularly high requirements on knowledge resources, employees, and business processes.

To constantly be able to maintain competitiveness, it is essential that the company can recruit and retain employees with a high level of education and a high level of technical experience. Through an active and attractive staff policy, this is achievable.

Research and development activities
NORRIQ conducts ongoing development and maintenance of proprietary software, which includes both industry-specific solutions and general add-on solutions for existing IT installations.

Future expectations
NORRIQ enters 2022 with a strong organization, a clear strategy, and the prospect of a continued high level of activity.

Significantly increased investment appetite on the way out of the covid-19 pandemic
Digitization and the use of new technologies are crucial if companies are to continue to increase their productivity and be competitive. The desire to invest in digital solutions has noticeably grown during the covid-19 crisis, in contrast to previous crises, where companies' digital desire to invest has typically declined. IT and digitalization are on the agenda more than ever before in all NORRIQ's markets. This, in combination with continued growth in the social economies, creates an increased desire for IT investments.

The activity among existing and new customers is high. NORRIQ expects this trend to continue for the foreseeable future. The trend appears to apply to all markets, across industries and solutions.

Unchanged strategy
NORRIQ continues to execute the same strategy in 2022. NORRIQ will strengthen its market position as a company's preferred digitalization partner across the complete value chain, a position that is increasingly in demand and is, therefore, a crucial competitive advantage. On top of our offering comes a focus on developing and selling NORRIQ Software solutions.

Outlook for 2022
We will continue to benefit from the cost reduction programs executed in recent years. We have built a more lean and balanced organization, which increases our profitability. We will keep our focus on recurring subscription and cloud business, which we expect will further accelerate throughout the year. As the demand for our services is high, we expect operational results for 2022 to be above the levels of the preceding years, corresponding to an EBITDA at the level of DKK 15-21 million.

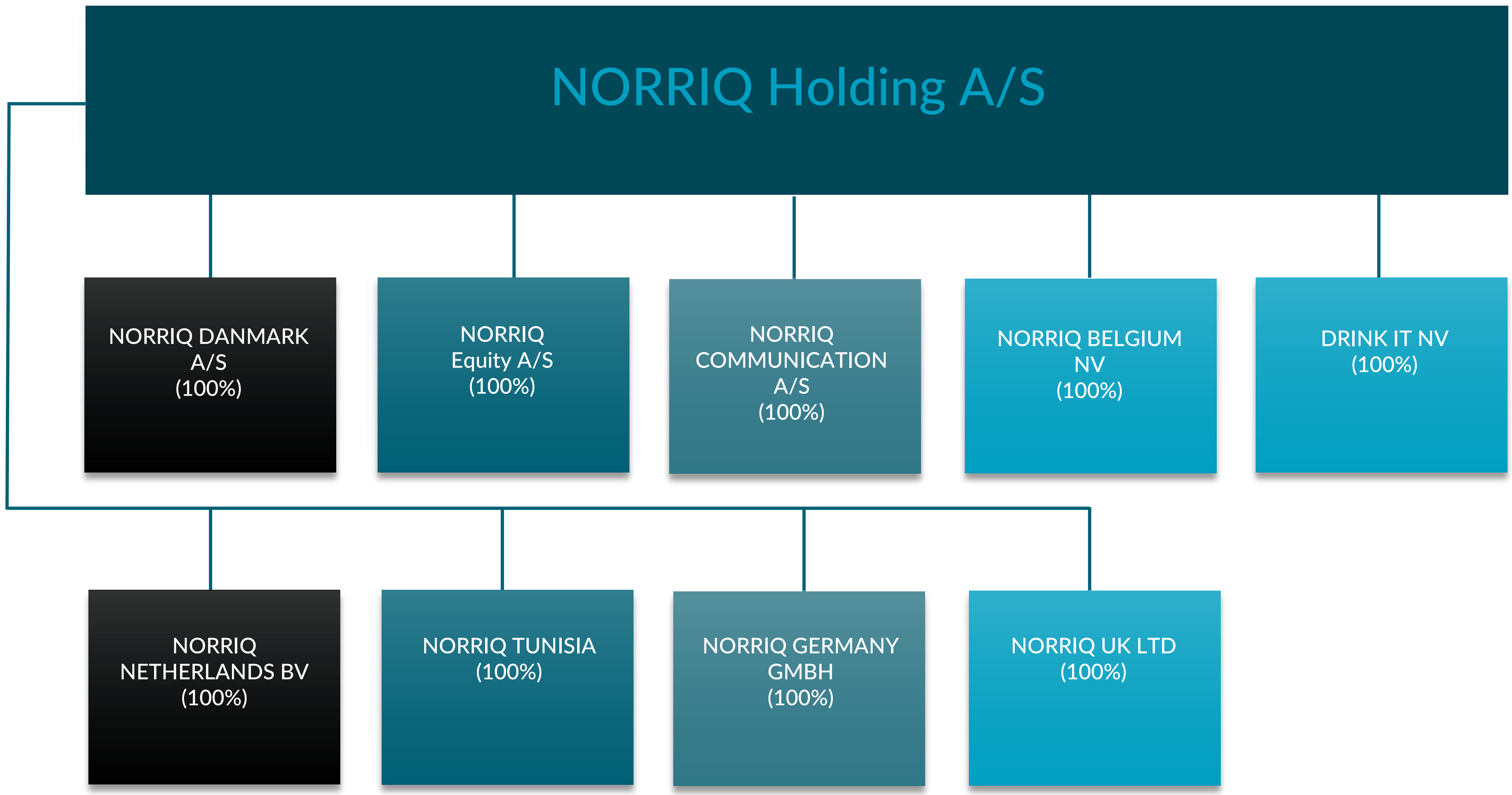
Consolidated and Parent Company Financial Statements

1 January - 31 December 2021

NORRIQ

Your Business - Simplified

Group chart

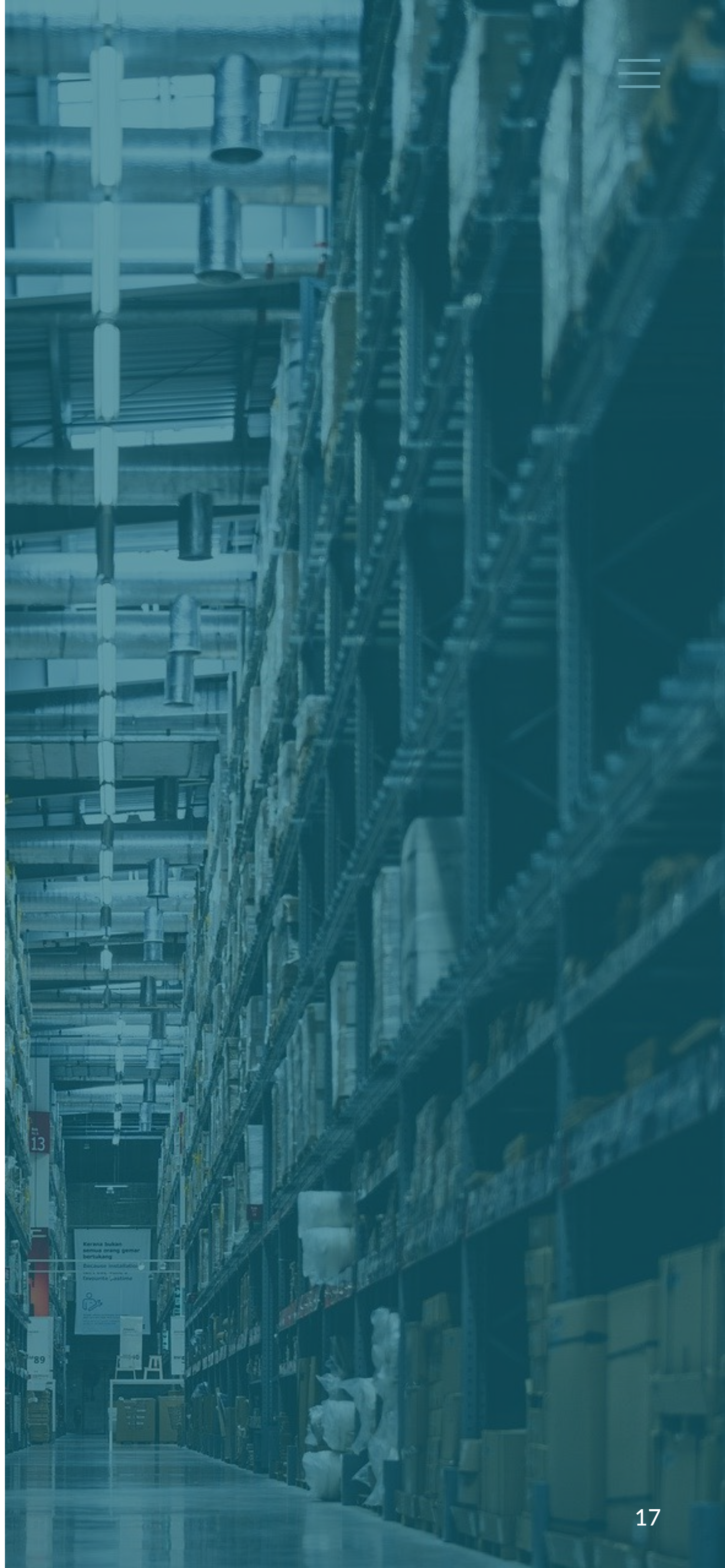

NORRIQ Holding A/S
NORRIQ DANMARK A/S (100%)
NORRIQ Equity A/S (100%)
NORRIQ COMMUNICATION A/S (100%)
NORRIQ BELGIUM NV (100%)
DRINK IT NV (100%)
NORRIQ NETHERLANDS BV (100%)
NORRIQ TUNISIA (100%)
NORRIQ GERMANY GMBH (100%)
NORRIQ UK LTD (100%)

Income statement 1 January – 31 December 2021

	Note	Group 2021 DKK'000	Group 2020 DKK'000	Parent company 2021 DKK'000	Parent company 2020 DKK'000
Gross profit		**131,800**	**118,497**	**2,116**	**2,662**
Staff costs	1	(111,092)	(114,834)	(2,096)	(2,585)
Profit before depreciation and impairment losses (EBITDA)		**20,708**	**3,663**	**20**	**77**
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment		(13,775)	(11,727)	(299)	(169)
Profit/loss before net financials		**6,933**	**(8,064)**	**(279)**	**(92)**
Income from investments in subsidiaries		0	0	4,801	(8,011)
Financial income	2	2,958	2,985	1,445	1,327
Financial costs	3	(3,872)	(4,286)	(2,288)	(2,284)
Profit/loss before tax		**6,019**	**(9,365)**	**3,679**	**(9,060)**
Tax on profit/loss for the year	4	(2,237)	(614)	103	(1,017)
Profit/loss for the year		**3,782**	**(9,979)**	**3,782**	**(10,077)**
Distribution of profit	5				

Balance sheet at 31 December 2021

		Group		Parent company	
	Note	2021	2020	2021	2020
		DKK'000	DKK'000	DKK'000	DKK'000
Assets					
Completed development projects		31,347	29,160	0	0
Goodwill		12,324	14,758	0	0
Intangible assets	6	**43,671**	**43,918**	**0**	**0**
Other fixtures and fittings, tools and equipment		2,983	4,191	747	1,046
Leasehold improvements		16	25	0	0
Tangible assets	7	2,999	4,216	747	1,046
Investments in subsidiaries	8	0	0	95,216	89,307
Receivables from group entities	9	7,000	0	0	0
Deposits	9	1,555	1,718	0	0
Fixed asset investments		**8,555**	**1,718**	**95,216**	**89,307**
Total non-current assets		**55,225**	**49,852**	**95,963**	**90,353**
Finished goods and goods for resale		42	5	0	0
Stocks		**42**	**5**	**0**	**0**



Balance sheet at 31 December 2021
(continued)

	Note	Group 2021	Group 2020	Parent company 2021	Parent company 2020
		DKK'000	DKK'000	DKK'000	DKK'000
Assets					
Trade receivables		37,880	37,693	0	0
Receivables from group entities		52,003	48,539	51,290	47,900
Other receivables		637	611	790	101
Deferred tax asset	10	1,776	3,074	0	0
Corporation tax		726	22	0	0
Prepayments	11	1,467	1,659	0	183
Receivables		**94,489**	**91,598**	**52,080**	**48,184**
Cash at bank and in hand		**8,545**	**9,893**	**170**	**0**
Total current assets		**103,076**	**101,496**	**52,250**	**48,184**
Total assets		**158,301**	**151,348**	**148,213**	**138,537**

Balance sheet at 31 December 2021

	Note	Group		Parent company	
		2021	2020	2021	2020
		DKK'000	DKK'000	DKK'000	DKK'000
Equity and liabilities					
Share capital		18,440	18,440	18,440	18,440
Reserve for net exchange differences for foreign companies		0	358	0	358
Retained earnings		16,826	13,225	16,826	13,225
Equity	12	**35,266**	**32,023**	**35,266**	**32,023**
Provisions relating to investments in group entities	13	0	0	14,616	13,145
Other provisions	14	565	1,668	0	0
Total provisions		**565**	**1,668**	**14,616**	**13,145**
Subordinate loan capital		5,750	0	0	0
Banks		1,186	1,656	0	0
Lease obligations		469	984	469	768
Other payables		17,795	6,276	11	11
Total non-current liabilities	15	**25,200**	**8,916**	**480**	**779**

Balance sheet at 31 December 2021
(continued)

	Note	Group 2021	Group 2020	Parent company 2021	Parent company 2020
		DKK'000	DKK'000	DKK'000	DKK'000
Equity and liabilities					
Short-term part of long-term debt	15	1,645	711	298	287
Banks		29,215	42,693	0	0
Prepayments received from customers		156	313	0	0
Trade payables		21,541	19,587	0	0
Pre-invoicing, work-in-progress	16	329	51	0	0
Payables to group entities		1,765	0	96,314	91,039
Corporation tax		0	459	0	0
Other payables		26,045	27,510	1,239	1,264
Deferred income	17	16,574	17,417	0	0
Total current liabilities		**97,270**	**108,741**	**97,851**	**92,590**
Total liabilities		**122,470**	**117,657**	**98,331**	**93,369**
Total equity and liabilities		**158,301**	**151,348**	**148,213**	**138,537**

Contingent liabilities	18
Mortgages and collateral	19
Related parties and ownership structure	20

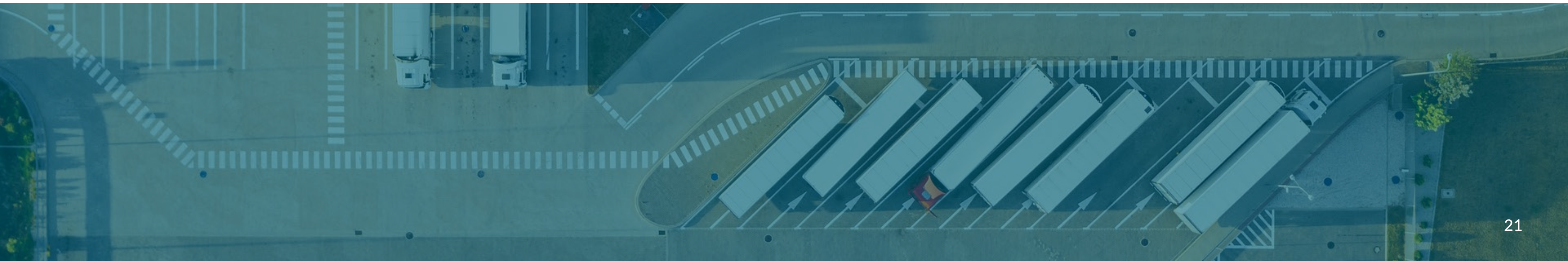
Statement of changes in equity

Group

	Share capital	Reserve for net exchange differences for foreign companies	Retained earnings	Total
Equity at 1 January 2021	18,440	358	16,629	35,427
Net effect from adjustment of error	0	0	(3,404)	(3,404)
Adjusted equity at 1 January 2021	18,440	358	13,225	32,023
Exchange rate adjustments	0	(358)	(181)	(539)
Net profit/loss for the year	0	0	3,782	3,782
Equity at 31 December 2021	**18,440**	**0**	**16,826**	**35,266**

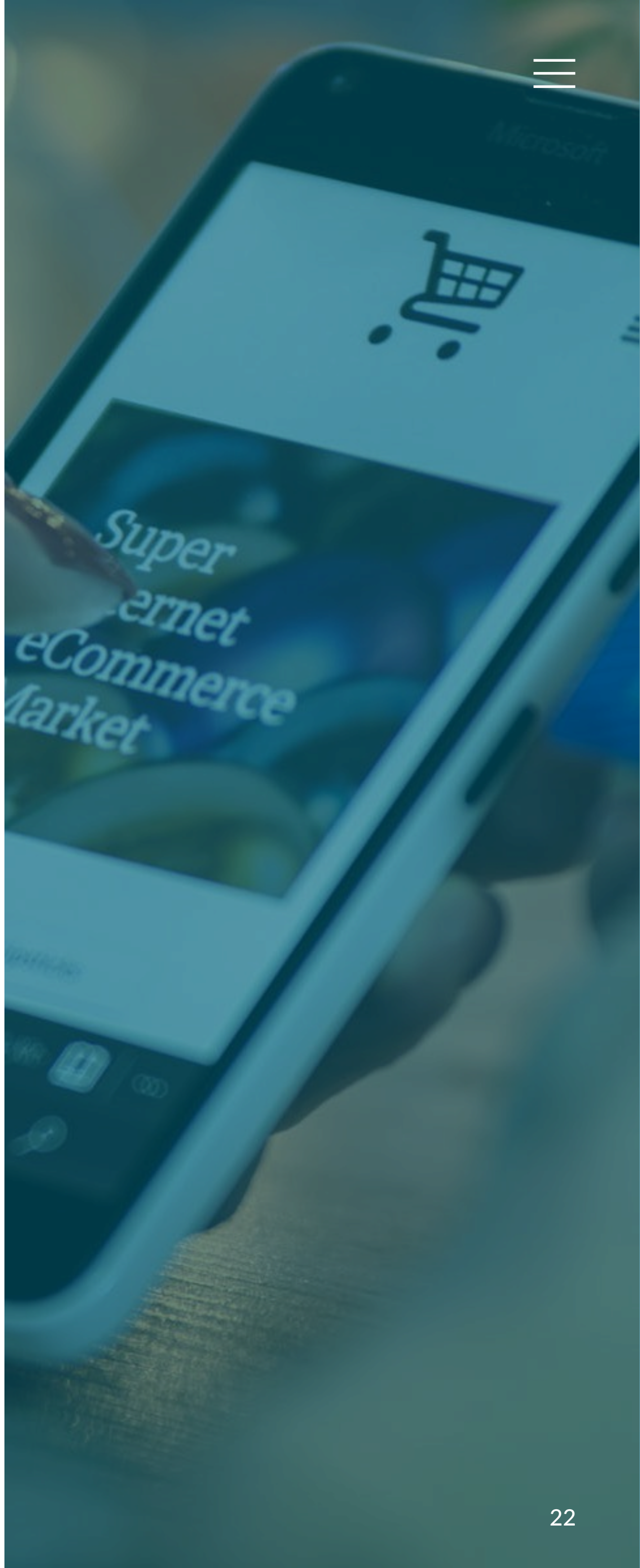
Parent company

	Share capital	Reserve for net exchange differences for foreign companies	Retained earnings	Total
Equity at 1 January 2021	18,440	358	16,629	35,427
Net effect from adjustment of error	0	0	(3,404)	(3,404)
Adjusted equity at 1 January 2021	18,440	358	13,225	32,023
Exchange rate adjustments	0	(358)	(181)	(539)
Net profit/loss for the year	0	0	3,782	3,782
Equity at 31 December 2021	**18,440**	**0**	**16,826**	**35,266**



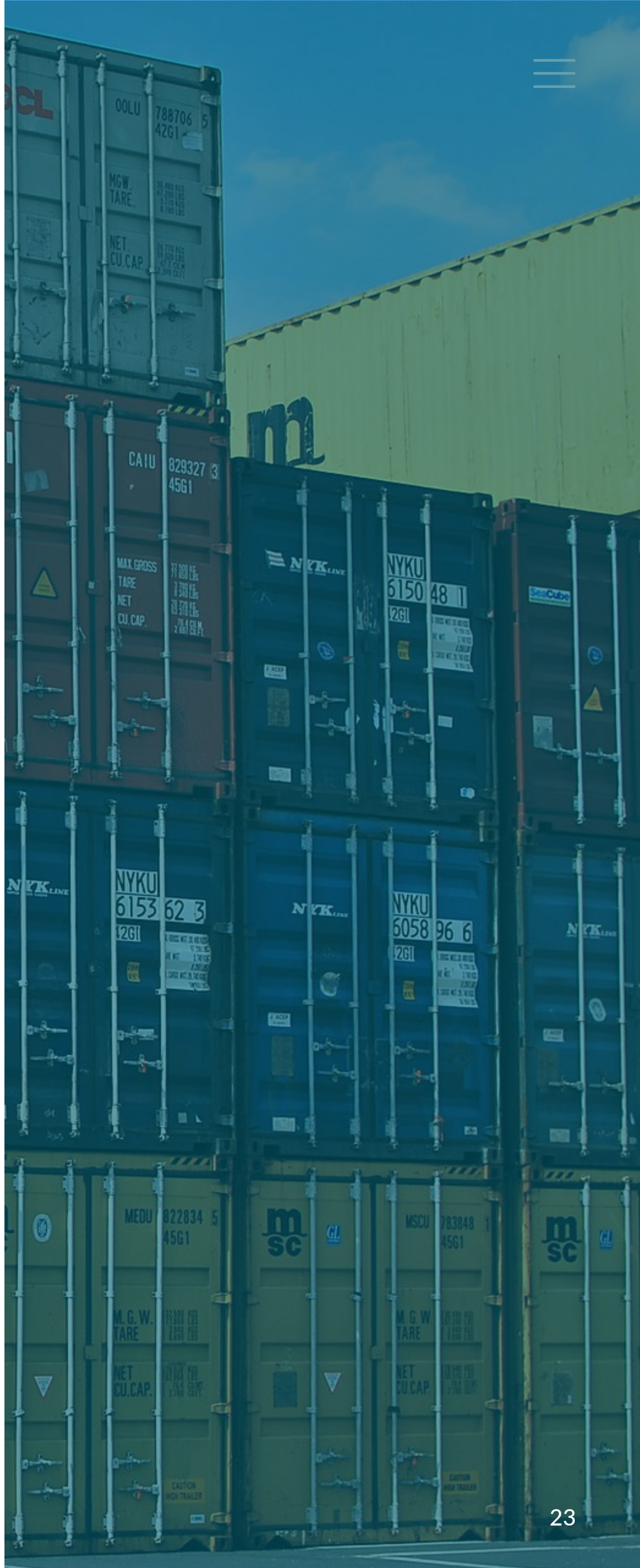
Cash flow statement 1 January – 31 December 2021

	Note	Group 2021	Group 2020
		DKK'000	DKK'000
Net profit/loss for the year		3,782	(9,979)
Adjustments	21	16,387	14,313
Change in working capital	22	(1,983)	(8,092)
Cash flows from operating activities before financial income and expenses		**18,186**	**(3,758)**
Interest income and similar income		2,958	2,985
Interest expenses and similar charges		(3,872)	(4,286)
Cash flows from ordinary activities		**17,272**	**(5,059)**
Corporation tax paid		(2,102)	(1,442)
Cash flows from operating activities		**15,170**	**(6,501)**
Purchase of intangible assets		(11,918)	(9,786)
Purchase of property, plant and equipment		(393)	(1,742)
Fixed asset investments made etc		0	(1,469)
Sale of fixed asset investments etc		0	12,374
Adjustment deposits		163	0
Cash flows from investing activities		**(12,148)**	**(623)**



Cash flow statement 1 January – 31 December 2021
(continued)

	Note	Group 2021 DKK'000	Group 2020 DKK'000
Repayment of lease liabilities		(712)	0
Raising of long-term debt		17,923	1,066
Loans		(7,000)	0
Other adjustments		(1,103)	3,834
Cash flows from financing activities		**9,108**	**4,900**
Change in cash and cash equivalents		**12,130**	**(2,224)**
Cash at bank and in hand		9,893	7,117
Overdraft facility		(42,693)	(37,693)
Cash and cash equivalents		(32,800)	(30,576)
Cash and cash equivalents		**(20,670)**	**(32,800)**
Analysis of cash and cash equivalents:			
Cash at bank and in hand		8,545	9,893
Overdraft facility		(29,215)	(42,693)
Cash and cash equivalents		**(20,670)**	**(32,800)**



All-in-one solution for all types of production

NORRIQ optimizes the processes in both project production, advanced production, and line production. The solution streamlines your information supply chain and product flow. It accelerates your lead time and delivery capability.

Notes to the annual report

	Group		Parent company	
	2021	2020	2021	2020
	DKK'000	DKK'000	DKK'000	DKK'000
1 Staff costs				
Wages and salaries	94,609	98,959	2,086	2,533
Pensions	7,103	7,027	2	42
Other social security costs	9,380	8,848	8	10
	111,092	**114,834**	**2,096**	**2,585**
Remuneration for the Executive Board and Board of Directors	**2,199**	**2,324**	**2,199**	**2,324**
Average number of employees	199	207	2	2
2 Financial income				
Interest received from group entities	1,330	1,176	1,409	1,258
Other financial income	1,628	1,809	36	69
	2,958	**2,985**	**1,445**	**1,327**
3 Financial costs				
Interest paid to group entities	190	0	2,207	2,191
Other financial costs	3,682	4,286	81	93
	3,872	**4,286**	**2,288**	**2,284**
4 Tax on profit/loss for the year				
Current tax for the year	1,910	2,231	0	1,020
Deferred tax for the year	433	(1,611)	0	0
Adjustment of tax concerning previous years	(106)	(6)	(103)	(3)
	2,237	**614**	**(103)**	**1,017**

Notes to the annual report

	Group		Parent company	
	2021	**2020**	**2021**	**2020**
	DKK'000	DKK'000	DKK'000	DKK'000
5 Distribution of profit				
Retained earnings	3,782	(10,077)	3,782	(10,077)
	3,782	(10,077)	3,782	(10,077)
Non-controlling interests	0	98	0	0
	3,782	**(9,979)**	**3,782**	**(10,077)**

6 Intangible assets

Group

	Completed development projects	Goodwill
Cost at 1 January 2021	74,849	49,271
Additions for the year	11,918	0
Cost at 31 December 2021	86,767	49,271
Impairment losses and amortisation at 1 January 2021	45,689	34,513
Impairment losses for the year	1,171	0
Amortisation for the year	8,560	2,434
Impairment losses and amortisation at 31 December 2021	55,420	36,947
Carrying amount at 31 December 2021	**31,347**	**12,324**

The group's development projects comprise electronic handling of vouchers and supplemental products to NAV. The development projects have been completed on an ongoing basis. Sales activities show a solid demand for these products.

Notes to the annual report

7 Tangible assets

Group

	Other fixtures and fittings, tools and equipment	Leasehold improvements
Cost at 1 January 2021	10,285	176
Additions for the year	393	0
Cost at 31 December 2021	10,678	176
Impairment losses and depreciation at 1 January 2021	6,094	151
Depreciation for the year	1,601	9
Impairment losses and depreciation at 31 December 2021	7,695	160
Carrying amount at 31 December 2021	**2,983**	**16**
Value of leased assets	924	0

Parent company

	Other fixtures and fittings, tools and equipment
Cost at 1 January 2021	1,195
Cost at 31 December 2021	1,195
Impairment losses and depreciation at 1 January 2021	149
Depreciation for the year	299
Impairment losses and depreciation at 31 December 2021	448
Carrying amount at 31 December 2021	**747**
Value of leased assets	747

Notes to the annual report

	Parent company	
	2021	**2020**
	DKK'000	DKK'000
8 Investments in subsidiaries		
Cost at 1 January 2021	130,083	129,637
Additions for the year	0	446
Cost at 31 December 2021	130,083	130,083
Revaluations at 1 January 2021	(55,288)	(44,217)
Exchange rate adjustment	(539)	358
Net effect from adjustment of error	0	(3,418)
Result in subsidiaries	7,235	(5,577)
Amortisation of goodwill	(2,434)	(2,434)
Equity investments with negative net asset value amortised over receivables	1,543	1,367
Equity investments with negative net asset value transferred to provisions	14,616	13,145
Revaluations at 31 December 2021	(34,867)	(40,776)
Carrying amount at 31 December 2021	**95,216**	**89,307**
Remaining positive difference included in the above carrying amount at 31 December 2021	**12,324**	

Notes to the annual report

Parent company

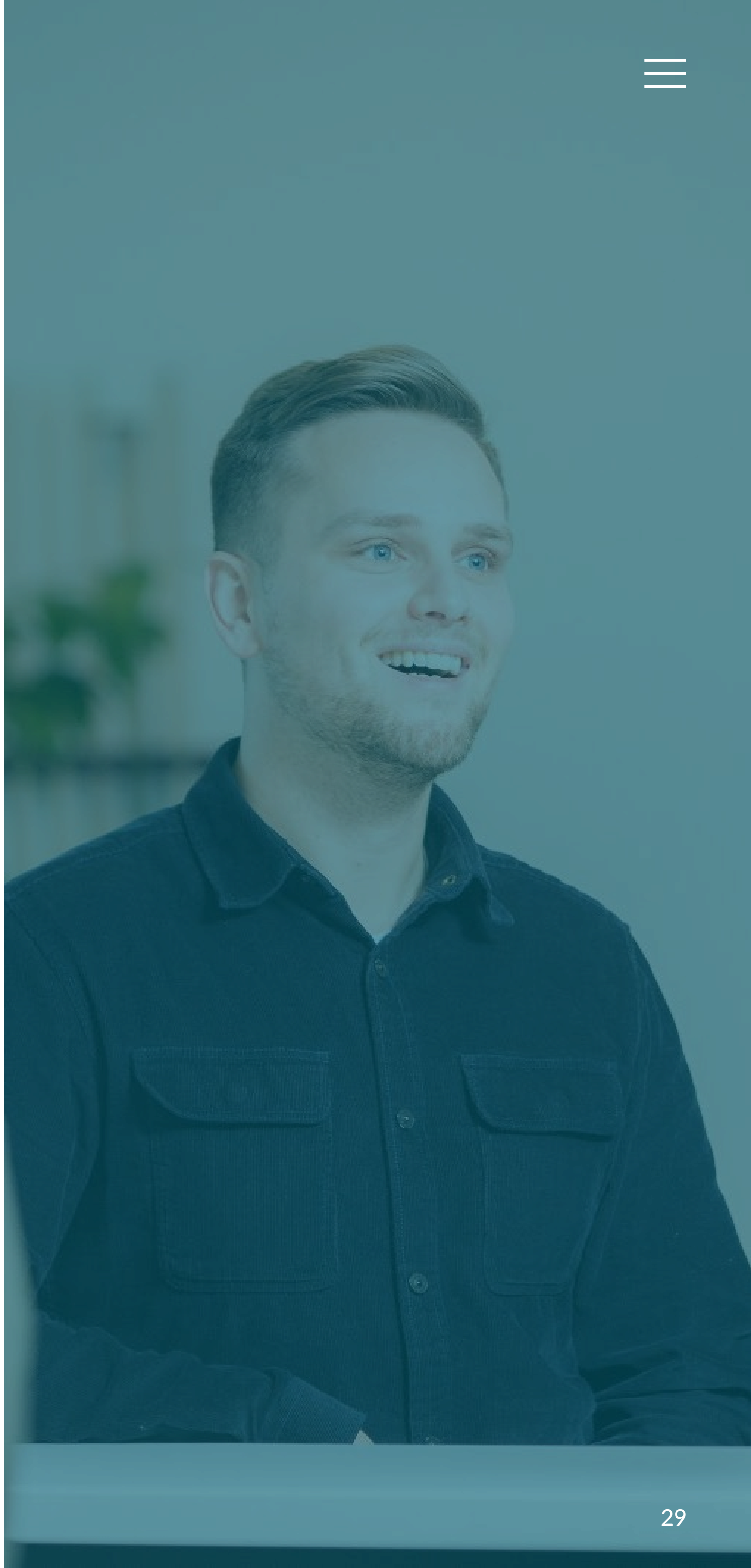
Investments in subsidiaries are specified as follows:

Name	Registered office	Ownership interest
Norriq Danmark A/S	Brøndby	100%
Norriq Equity A/S	Brøndby	100%
Norriq Communications A/S	Brøndby	100%
Norriq Belgium NV	Belgien/Belgium	100%
Drink-IT NV	Belgien/Belgium	100%
Norriq Netherland BV	Holland/Holland	100%
Norriq Tunisie	Tunesien/Tunisia	100%
Norriq Deutschland GmbH	Tyskland/Germany	100%
Norriq UK Ltd.	England	100%

9 Fixed asset investments

Group

	Receivables from group entities	Deposits
Cost at 1 January 2021	0	1,718
Additions for the year	7,000	0
Disposals for the year	0	(163)
Cost at 31 December 2021	7,000	1,555
Carrying amount at 31 December 2021	**7,000**	**1,555**



Notes to the annual report

	Group		Parent company	
	2021	2020	2021	2020
	DKK'000	DKK'000	DKK'000	DKK'000
10 Provision for deferred tax				
Provision for deferred tax at 1 January 2021	(3,074)	(490)	0	0
Deferred tax recognised in income statement	433	(1,611)	0	0
Deferred tax recognised in equity	0	(9)	0	0
Net effect from adjustment of error	0	(964)	0	0
Adjustment regarding previous year	865	0	0	0
Provision for deferred tax at 31 December 2021	**(1,776)**	**(3,074)**	**0**	**0**
Transferred to deferred tax asset	1,776	3,074	0	0
Deferred tax asset				
Calculated tax asset	1,776	3,074	0	0
Carrying amount	**1,776**	**3,074**	**0**	**0**

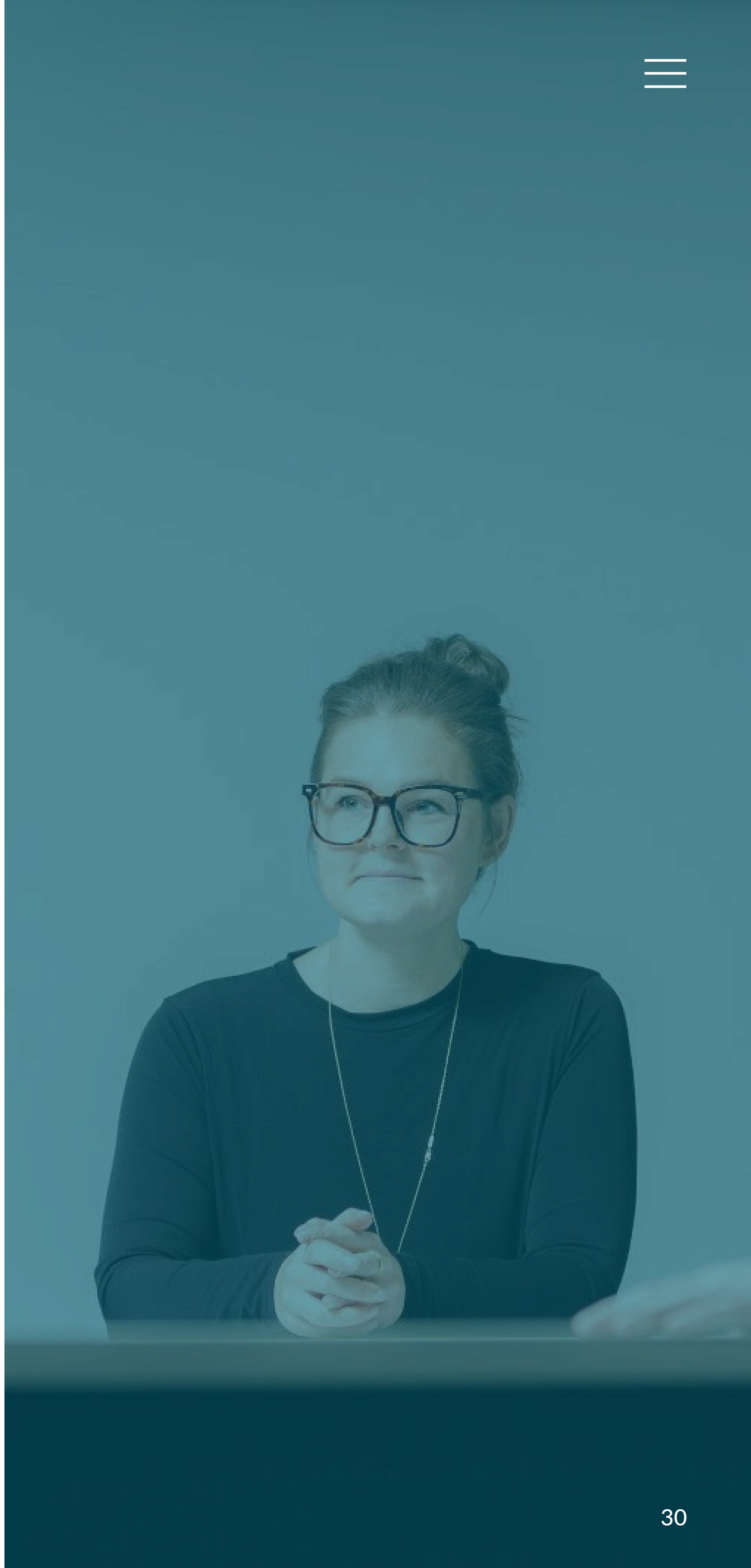
Provision for deferred tax comprises differences between carrying amounts and tax bases of receivables, intangible and tangible fixed assets, including recognised financial leases and carried forward tax deficit balances. The deferred tax asset which for the most part refers to tax losses is measured and recognised on the basis of an expected utilisation hereof within the next 3-5 years.

11 Prepayments

Prepayments comprise prepaid expenses regarding rent, insurance premiums, subscriptions etc.

12 Equity

The share capital consists of 18,440,378 shares of a nominal value of DKK 1. No shares carry any special rights.



Notes to the annual report

	Parent company 2021	Parent company 2020
	DKK'000	DKK'000
13 Provisions relating to investments in group entities		
Balance at 1 January 2021	13,145	12,064
Provision for the year	1,471	1,081
Balance at 31 December 2021	**14,616**	**13,145**

The provision relates to negative net asset value in group entities.

	Group 2021	Group 2020	Parent company 2021	Parent company 2020
	DKK'000	DKK'000	DKK'000	DKK'000
14 Other provisions				
Balance at beginning of year at 1 January 2021	1,668	533	0	0
Adjustment in year	(1,103)	1,135	0	0
Balance at 31 December 2021	**565**	**1,668**	**0**	**0**
The expected due dates of other provisions are:				
Within one year	565	1,668	0	0
	565	**1,668**	**0**	**0**

Provisions for liabilities include provisions for loss on contract work in progress.

Notes to the annual report

15 Long term debt

Group	Debt at 1 January 2021	Debtat 31 December 2021	Instalment next year	Debt outstanding after 5 years
Subordinate loan capital	0	6,750	1,000	1,750
Banks	1,656	1,317	131	0
Lease obligations	1,695	983	514	0
Other payables	6,276	17,795	0	10,733
	9,627	**26,845**	**1,645**	**12,483**

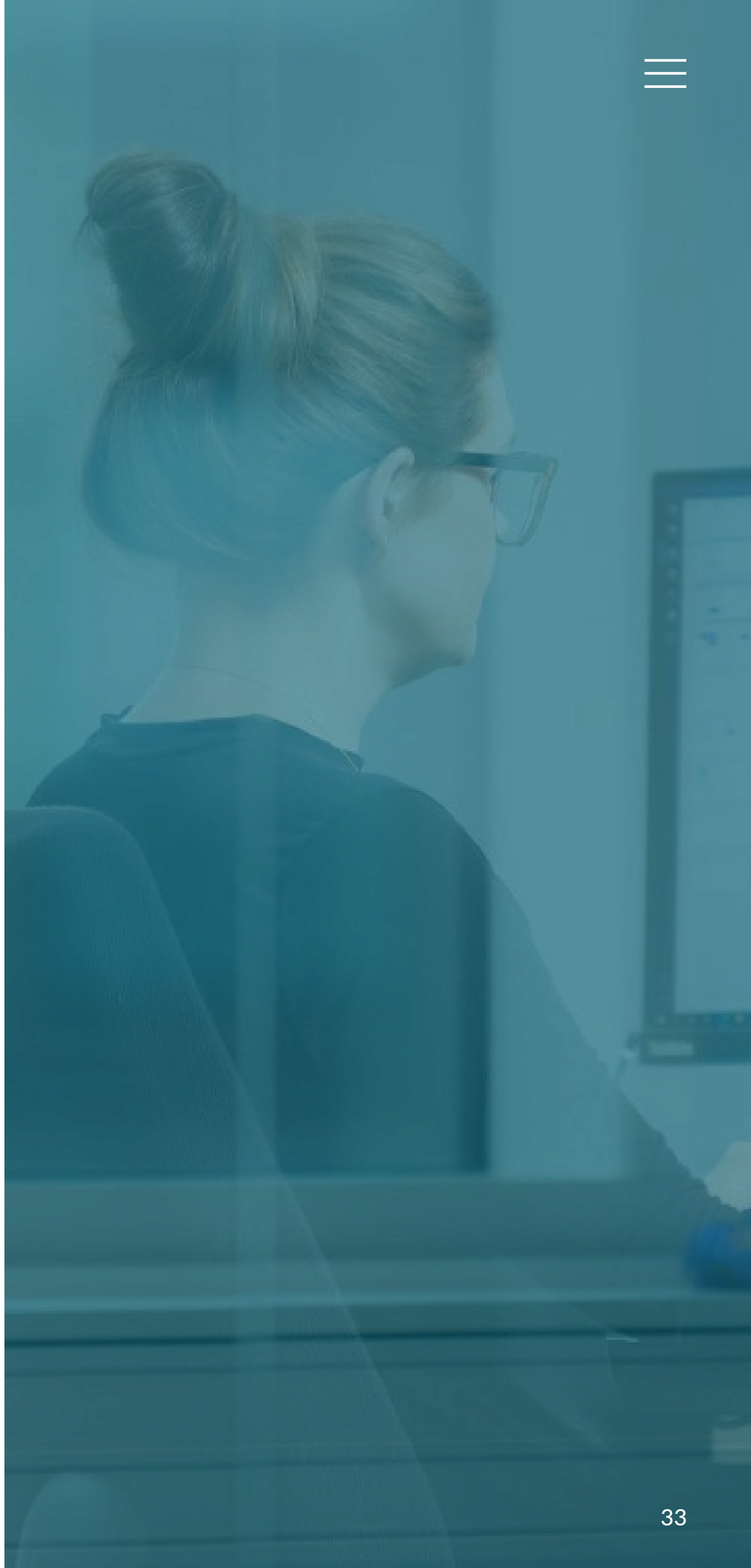
Parent company	Debt at 1 January 2021	Debt at 31 December 2021	Instalment next year	Debt outstanding after 5 years
Lease obligations	1,055	767	298	0
Other payables	11	11	0	11
	1,066	**778**	**298**	**11**

Notes to the annual report

	Group		Parent company	
	2021	**2020**	**2021**	**2020**
	DKK'000	DKK'000	DKK'000	DKK'000
16 Contract work in progress				
Work in progress, selling price	131	74	0	0
Work in progress, payments received on account	(460)	(125)	0	0
	(329)	**(51)**	**0**	**0**
Recognised in the balance sheet as follows:				
Contract work in progress under assets	0	0	0	0
Prepayments received under liabilities	(329)	(51)	0	0
	(329)	**(51)**	**0**	**0**

17 Deferred income

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



Notes to the annual report

18 Contingent liabilities

Group

The group has entered into operational lease contracts and rental agreements with a total remaining lease commitment of DKK 16,117 thousand as of 31 December 2021 of which DKK 8,908 thousand is due within one year. The lease contracts and rental agreements have a residual term of 1-48 months.

Parent company

The parent company has entered into operational lease contracts and rental agreements with a total remaining lease commitment of DKK 170 thousand as of 31 December 2021. The lease contracts and rental agreements have a residual term of 1-3 months.

The parent company has issued a guarantee for the group enterprise Norriq Danmark A/S' bank debt.

The parent company has issued guarantees to some of the group enterprises' customers for fulfilment of sales contracts.

The company is jointly taxed with its parent company, Norriq Invest ApS (management company), and jointly and severally liable with other jointly taxed entities for payment of income taxes as well as for payment of withholding taxes on dividends, interest and royalties. Tax payable of the group’s jointly taxed income is stated in the annual report of Norriq Invest ApS.

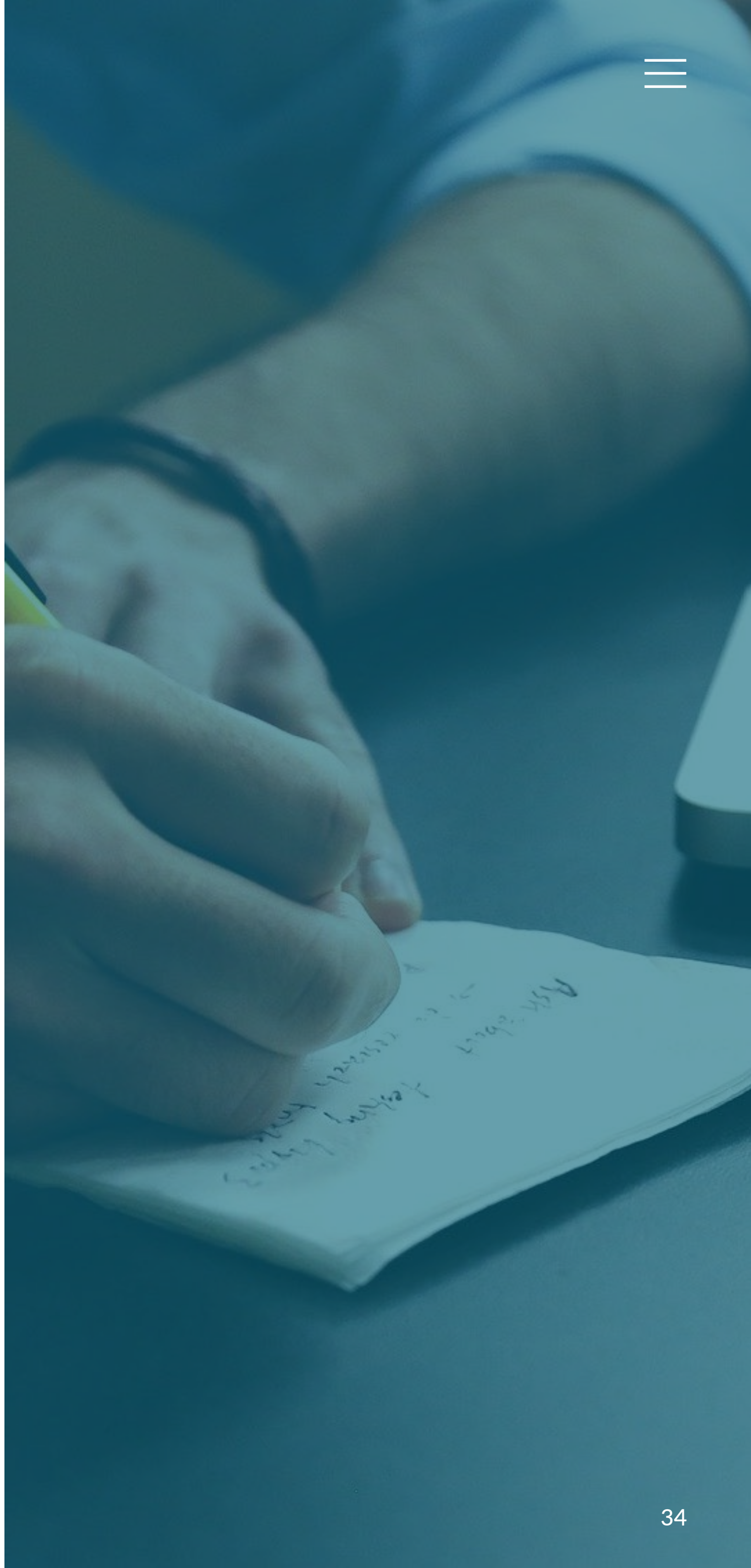
19 Mortgages and collateral

Group

Company charges of DKK 47,500 thousand serves as security in respect of credit institutions. The charges include trade receivables, inventories, intellectual property rights, operating equipment and production plant etc., whose carrying amount is DKK 24,450 thousand.

Parent company

The parent company has granted a charge on the share capital of its Danish subsidiaries, totalling DKK 28,518 thousand at 31 December 2021, as security for bank debt.



Notes to the annual report

20 Related parties and ownership structure

Controlling interest

Norriq Invest ApS, Brøndby, who is the majority shareholder.

Other related parties

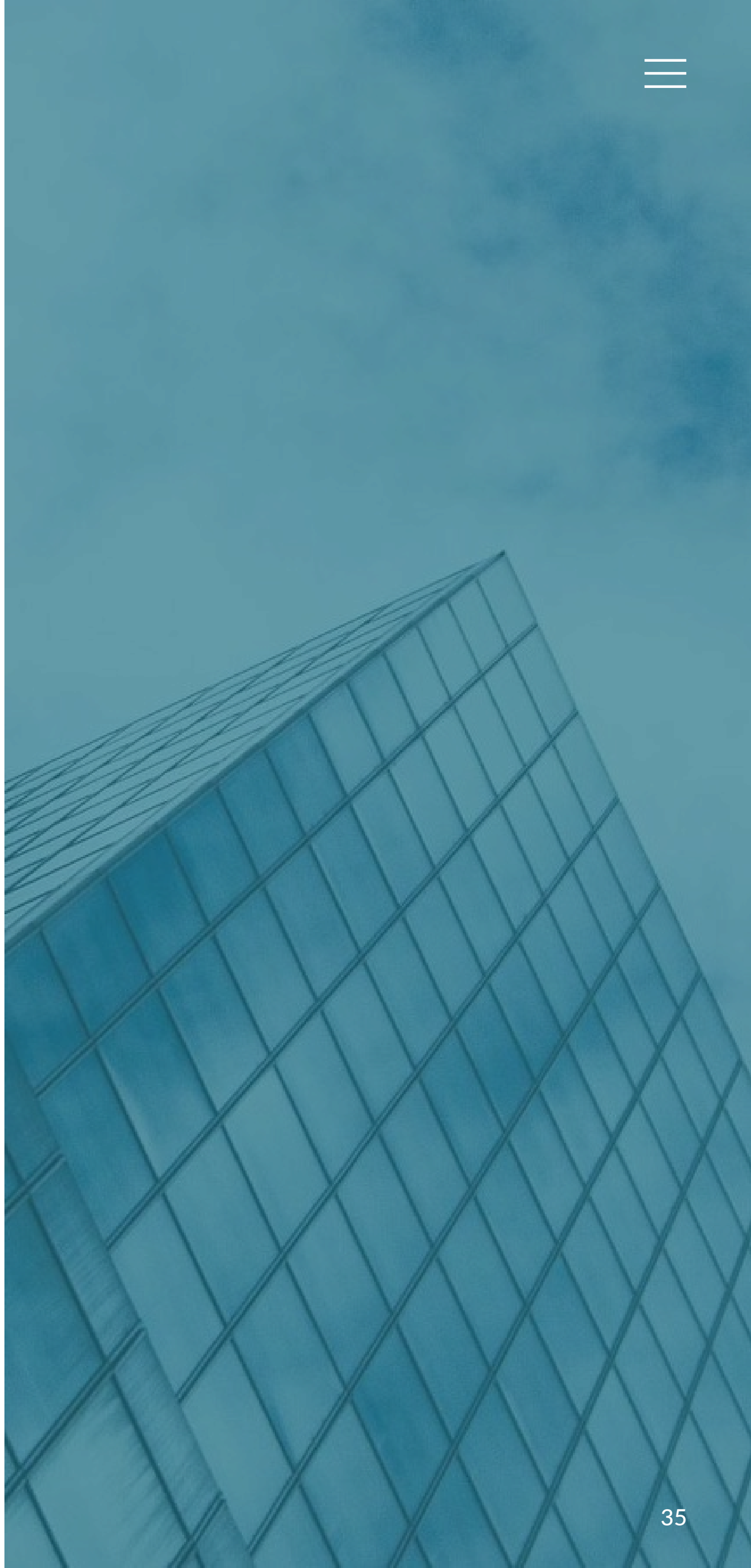
The company's related parties having a significant influence comprise subsidiaries as well as the companies' board of directors, executive board and executive officers and their relatives. Related parties also include companies in which the above mentioned group of persons has material interests.

Transactions

The company and the group did not carry out any substantial transactions that were not concluded on market conditions. Cf. the Danish Financial Statements Act §98c, 7, only transactions which are not carried out on normal market conditions are disclosed.

Consolidated financial statements

The company is consolidated in the consolidated financial statements of the parent company Norriq Invest ApS, Brøndby, CVR no. 42 90 82 23, that is the smallest and largest group.



Notes to the annual report

	Group	
	2021	2020
	DKK'000	DKK'000
21 Cash flow statement - adjustments		
Financial income	(2,958)	(2,985)
Financial costs	3,872	4,286
Depreciation, amortisation and impairment losses	13,775	11,707
Tax on profit/loss for the year	2,237	614
Other adjustments	(539)	691
	16,387	**14,313**

	Group	
	2021	2020
	DKK'000	DKK'000
22 Cash flow statement - change in working capital		
Change in inventories	(37)	(5)
Change in receivables	(3,580)	(3,553)
Change in trade payables, etc.	1,634	(4,534)
	(1,983)	**(8,092)**

Accounting policies

The annual report of NORRIQ Holding A/S for 2021 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to medium-sized enterprises of reporting class C.

The management has, in compliance with the Danish Financial Statements Act, decided to change presentation of other staff costs, so that these are presented in other external costs instead of in staff costs. The comparative figures have been changed accordingly. For 2021 and 2020, this means an increase in gross profit of DKK 3,947 thousand and DKK 3,942 thousand for the group and DKK 175 thousand and DKK 194 thousand for the parent company respectively and a similar decrease in staff costs. The change does not affect results or equity. The statement of financial highlights and key figures has not been adjusted as regards previous years.

Accounting policies are consistent with those of last year.

The annual report for 2021 is presented in DKK thousand.

Material misstatement

In 2021, we have reviewed our valuation of the cost rates used to capitalize development project costs and we have concluded that the cost rates used in previous years were overvalued. Therefore, an adjustment at the beginning of the year has been made of DKK (4,365) thousand net on development projects, DKK 3,404 thousand on equity and DKK 960 thousand on deferred tax. The net effect of the correction of the profit/loss before tax for the year 2020 is DKK 18 thousand, with a negative impact on EBITDA of DKK 1,434 thousand and a positive effect on depreciations of DKK 1,452 thousand compared to the figures presented in the financial statements of 2020. The tax effect is DKK (4) thousand and the net effect on the result is DKK 14 thousand. For 2021, the effect of the correction is a decrease in depreciations by DKK 2,063 thousand, the tax effect is DKK (454) thousand, leading to a net effect on the result for the year of DKK 1,609 thousand. The statement of financial highlights and key figures are adjusted accordingly.

Basis of recognition and measurement

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

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

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

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

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

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

Consolidated financial statements

The consolidated financial statements comprise the parent company Norriq Holding and subsidiaries in which the parent company, directly or indirectly, holds more than 50% of the voting rights or otherwise has a controlling interest.

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

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

Accounting policies

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

Acquirees are recognised in the consolidated financial statements using the purchase method, according to which the identifiable assets and liabilities of the acquirees are revalued at their fair values at the date of acquisition. The fair value is determined on the basis of transactions in an active market, alternatively on the basis of generally accepted valuation methods. The fair value of investment property is based on a discounted cash flow model, according to which future earnings are discounted. Operating equipment is recognised at fair value on the basis of assessments made by appraisers, which are based on an overall assessment of machinery.

Minority interests

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

Income statement

Gross profit

In pursuance of section 32 of the Danish Financial Statements Act, the company does not disclose its revenue.

Gross profit reflects an aggregation of revenue and other operating income less costs of raw materials and consumables and other external expenses.

Revenue

Income from the sale of hardware and software and upgrading agreements etc. is recognised in the income statement, provided that the transfer of risk, usually on delivery to the buyer, has taken place and that the income can be measured reliably and is expected to be received.

Consulting services to projects on hourly basis are also recognized at the time of invoicing, based on the consultants hour registration when delivery has taken place and risk has been passed to the buyer.

Revenue from sales of consulting services for projects with a fixed price is recognised as production is carried out, implying that revenue corresponds to the selling price of contracts completed in the year (percentage-of-completion method). This method is applied where the total income and expenses relating to the contract and the stage of completion at the balance sheet date can be estimated reliably and it is probable that future economic benefits will flow to the group.

Revenue from sales of licenses regarding the company's own intangible rights are recognized as revenue on a straight-line basis over the license period.

Revenue from sales of licenses regarding third-party intangible rights are recognized as revenue less costs incurred in order to obtain the sale, equal to commissions under agencies.

Revenue from sales of subscription in relation to hosting, hotline and services etc. are recognized as revenue on a straight-line basis over the subscription period.

Revenue from sales of consulting hours cards are recognized as revenue as the hours on the cards are spent when delivery has taken place and risk has been passed to the buyer.

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

Cost of sales

Cost of sales comprises the expences to hardware and software used in generating the year’s revenue. Cost of sales also comprises expenses to external consulting services.

Other operating income

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

Other external expenses

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

Other external expenses also comprise research and development costs that do not qualify for capitalisation.

Accounting policies

Staff costs
Staff costs include wages and salaries, including compensated absence and pensions, as well as other social security contributions, etc. made to the entity's employees. The item is net of refunds made by public authorities.

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

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

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

Tax on profit/loss for the year
The company is subject to the Danish rules on compulsory joint taxation.

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

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

Balance sheet
Intangible assets
Goodwill
Acquired goodwill is measured at cost less accumulated amortisation and impairment losses.

Goodwill is amortised over the expected economic life of the asset, measured by reference to management's experience in the individual business segments. Goodwill is amortised on a straight-line basis over the amortisation period, which is 15 years. The amortisation period is based on the assessment that the entities in question are strategically acquired entities with a strong market position and a long-term earnings profile.

Development projects, patents and licences
Development costs comprise costs, wages/salaries and amortisation losses that are directly and indirectly attributable to the company's development activities.

Developments projects recognised in the balance sheet are measured at cost less accumulated amortisation and impairment losses.

Following the completion of the development work, development costs are amortised on a straight-line basis over the estimated useful life. The amortisation period is usually five years.

Patents and licences are measured at cost less accumulated amortisation and impairment losses. Patents are amortised on a straight-line basis over the remaining patent period, and licences are amortised over the term of the licence, however not more than 8 years.

Gains and losses on the disposal of development projects, patents and licences are determined as the difference between the selling price less costs to sell and the carrying amount at the date of disposal. Gains or losses are recognised in the income statement as other operating income or other operating expenses, respectively.

Accounting policies

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

The depreciable amount is cost less the expected residual value at the end of the useful life.

Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use. The cost of self-constructed assets comprises direct and indirect costs of materials, components, sub-suppliers and wages.

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

	Useful life	Residual value
Other fixtures and fittings, tools and equipment	1-5 years	0 %
Leasehold improvements	2-10 years	0 %

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

Gains or losses from the disposal of property, plant and equipment are recognised in the income statement as other operating income or other operating expenses, respectively.

Leases
Leases for items of property, plant and equipment that transfer substantially all the risks and rewards incident to ownership to the company (finance leases) are recognised in the balance sheet as assets. On initial recognition, assets are measured at estimated cost, corresponding to the lower of fair value of the leased asset and the present value of the future lease payments. In calculating the net present value of the future lease payments, the interest rate implicit in the lease or the incremental borrowing rate is used as the discount factor. Assets held under finance leases are subsequently depreciated as the company's other non-current assets.

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

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

Fixed asset investments
Investments in subsidiaries
Investments in subsidiaries are measured at the proportionate share of the net asset value of the entities, calculated on the basis of the group's accounting policies, plus or less unrealised intra-group gains or losses and plus or less any remaining value of positive or negative goodwill stated according to the purchase method. Negative goodwill is recognised in the income statement on acquisition. Where the negative goodwill relates to contingent liabilities having been taken over, the negative goodwill is not recognised until the contingent liabilities have been settled or no longer exist.

Investments in subsidiaries are measured in the parent company financial statements using the equity method.

Goodwill on consolidation is amortised over the expected useful economic life based on management's experience from each individual business segment. Goodwill on consolidation is amortised on a straight-line basis over the amortisation period, which is 15 years. The amortisation period is fixed based on the assessment that the strategically acquired entities have a strong market position and a long-term earnings profile.

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

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

Accounting policies

Other investments
Other financial assets, which consist of deposits, are recognised and measured at amortised cost.

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

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

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

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

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

Receivables
Receivables are measured at amortised cost.

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

Contract work in progress
Contract work in progress is measured at the selling price of the work performed. The selling price is measured by reference to the stage of completion at the balance sheet date and the expected aggregate income from the individual work in progress. The stage of completion is determined as the share of the expenses incurred relative to the expected total expenses for the individual work in progress.

Where the selling price of work in progress cannot be estimated reliably, the selling price is measured at the lower of costs incurred and net realisable value.

The individual work in progress is recognised in the balance sheet under receivables or payables. Net assets comprise the sum of work in progress where the selling price of the work performed exceeds invoicing on account. Net liabilities comprise the sum of work in progress where invoicing on account exceeds the selling price.

Selling costs and costs incurred in securing contracts are recognised in the income statement as incurred.

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

Cash and cash equivalents
Cash and cash equivalents comprise cash and deposits at banks.

Accounting policies

Equity

Fair value reserve

The year's changes in exchange rates from translating foreign subsidiaries based on closing rates are recognised in the fair value reserve in the consolidated financial statements and in the parent company financial statements.

Provisions

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

When it is probable that the total expenses will exceed the total revenue from contract work in progress, the total expected loss on the work in progress is recognised as a provision. The provision is recognised under other external costs.

Income tax and deferred tax

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

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

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

Deferred tax is measured according to the tax rules and at the tax rates applicable in the respective countries at the balance sheet date when the deferred tax is expected to crystallise as current tax. Deferred tax adjustments resulting from changes in tax rates are recognised in the income statement, with the exception of items taken directly to equity.

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

Liabilities

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

Financial liabilities also include the capitalised residual finance lease commitment.

Other liabilities are measured at amortised cost, which is usually equivalent to nominal value.

Deferred income

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

Foreign currency translation

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

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

Accounting policies

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

Foreign subsidiaries are considered separate entities. The income statements are translated at the average exchange rates for the month, and the balance sheet items are translated at the exchange rates at the balance sheet date. Foreign exchange differences arising on translation of such entities opening equity at closing rate and on translation of the income statements from the exchange rates at the transaction date to closing rate are taken directly to the fair value reserve under 'Equity' in the consolidated financial statements and the parent financial statements.

Foreign exchange adjustments of balances with separate entities which are considered part of the investment in the subsidiary are taken directly to the fair value reserve under 'Equity'. Correspondingly, foreign exchange gains and losses on loans and derivative financial instruments entered into to hedge net investments in such entities are taken directly to equity.

Cash flow statement

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

Cash flows from operating activities

Cash flows from operating activities are stated as the group's profit or loss for the year, adjusted for non-cash operating items, changes in working capital and paid income taxes. Dividend income from investments is recognised under ‘Interest income and dividend received’.

Cash flows from investing activities

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

Cash flows from financing activities

Cash flows from financing activities comprise changes in the size or composition of the group's share capital and related costs, as well as the raising of loans, repayment of interest-bearing debt and payment of dividends to shareholders.

Cash and cash equivalents

Cash and cash equivalents comprise cash and bank overdraft withdrawals.

Financial highlights

Definitions of financial ratios.

Solvency ratio	$\dfrac{\text{Equity, end of year x 100}}{\text{Total assets at year-end}}$
Return on equity	$\dfrac{\text{Profit/loss from ordinary operations after tax x 100}}{\text{Average equity}}$

Brewed on best practice

Dropping sales in your mature markets? Significant Costs in New Promising Markets? NORRIQ has a vision for how the breweries of the future optimize the processes and win over the challenges.

Company details

The company	NORRIQ Holding A/S Vibeholms Allé 18-20 2605 Brøndby	
	CVR no.:	35 24 94 27
	Reporting period:	1 January – 31 December 2021
	Domicile:	Brøndby
Board of Directors	Klaus Rasmussen, chairman Peter Sønderlyng Poul Bærentsen Torkil Holm Petersen	
Executive board	Bo Martinsen, CEO	
Auditors	Roesgaard Godkendt Revisionspartnerselskab Sønderbrogade 16 8700 Horsens	

Statement by management on the annual report

The supervisory board and executive board have today discussed and approved the annual report of NORRIQ Holding A/S for the financial year 1 January – 31 December 2021.

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

In our opinion, the consolidated financial statements and parent financial statements give a true and fair view of the company and the group financial position at 31 December 2021 and of the results of the group and the company operations and consolidated cash flows for the financial year 1 January - 31 December 2021.

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

Management recommends that the annual report be approved by the company at the general meeting.

Brøndby, 20 April 2022

Executive board

Bo Martinsen
CEO

Board of Directors

Klaus Rasmussen Chairman	Peter Sønderlyng	Poul Bærentsen
Torkil Holm Petersen		

Independent auditor's report

To the shareholders of NORRIQ Holding A/S

Opinion

We have audited the consolidated financial statements and the parent company financial statements of NORRIQ Holding A/S for the financial year 1 January - 31 December 2021, which comprise a summary of significant accounting policies, income statement, balance sheet, statement of changes in equity and notes, for both the group and the parent company as well as consolidated cash flow statement. The consolidated financial statements and the parent company financial statements are prepared under the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the group and the parent company's financial position at 31 December 2021 and of the results of the group and the parent company's operations and consolidated cash flows for the financial year 1 January - 31 December 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 the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements and parent company " section of our report. We are independent of the group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibilities for the consolidated financial statements and the financial statements

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

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

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

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements and parent company financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's and the parent company's internal control.

Independent auditor’s report

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting in preparing the consolidated financial statements and parent company financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements and parent company financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group and the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and contents of the consolidated financial statements and parent company financial statements, including the disclosures, and whether the consolidated financial statements and parent company financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

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

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

Statement on management's review

Management is responsible for management's review.

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

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

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

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

Horsens, 20 April 2022

Roesgaard
Godkendt Revisionspartnerselskab
CVR no. 37 54 31 28

Michael Mortensen
State Authorised Public Accountant
MNE no. mne34108

NORRIQ

Your Business - Simplified

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