
G&O Holding 2021 A/S

Solvang 22, DK-3450 Allerød

Annual Report for 2023

CVR No. 42 45 77 79

The Annual Report was
presented and adopted
at the Annual General
Meeting of the
company
on 24/5 2024

Thomas Kastrup
Chairman of the
general meeting



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Management's statement

The Executive Board and Board of Directors have today considered and adopted the Consolidated Financial Statements and Parent Company Financial Statements of G&O Holding 2021 A/S for the financial period 1 January - 31 December 2023.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements and the Consolidated Financial Statements give a true and fair view of the financial position at 31 December 2023 of the Company and the Group and of the results of the Company and Group operations and of consolidated cash flows for 1 January - 31 December 2023.

In our opinion, Management's Review includes a true and fair account of the matters addressed in the Review.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Allerød, 3 May 2024

Executive Board

Anders Egehus
CEO

Henning Høgh
COO

Thomas Kastrup
CFO

Board of Directors

Jesper Teddy Lok
Chairman

Bo Kristensen

Rasmus Hans Jensen

Kristian Verner Mørch

Thomas Synnestvedt Knudsen

Rune Lillie Gornitzka

Bernd Bertram

Independent Auditor's report

To the shareholder of G&O Holding 2021 A/S

Opinion

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2023 and of the results of the Group's and the Parent Company's operations and of consolidated cash flows for the financial year 1 January - 31 December 2023 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of G&O Holding 2021 A/S for the financial year 1 January - 31 December 2023, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for both the Group and the Parent Company, as well as consolidated statement of cash flows ("the Financial Statements").

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 Financial Statements" section of our report. We are independent of the Group 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.

Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the 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 Financial Statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the 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, in our view, Management's Review is in accordance with the Consolidated Financial Statements and the 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 in Management's Review.

Management's responsibilities for 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 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 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 Financial Statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

Independent Auditor's report

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 Group's and the Parent Company'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 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 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 Parent Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely 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.

Independent Auditor's report

Hellerup, 3 May 2024

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab

CVR No 33 77 12 31

Michael Groth Hansen

State Authorised Public Accountant

mne33228

Mathias Skovdahl Hansen

State Authorised Public Accountant

mne50609

Company information

The Company	G&O Holding 2021 A/S Solvang 22 3450 Allerød CVR No: 42 45 77 79 Financial period: 1 January - 31 December Incorporated: 31 May 2021 Municipality of reg. office: Allerød
Board of Directors	Jesper Teddy Lok, chairman Bo Kristensen Rasmus Hans Jensen Kristian Verner Mørch Thomas Synnestvedt Knudsen Rune Lillie Gornitzka Bernd Bertram
Executive Board	Anders Egehus Henning Høgh Thomas Kastrup
Auditors	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab Strandvejen 44 DK-2900 Hellerup

Group Chart

<u>Company</u>	<u>Residence</u>	<u>Ownership</u>
G&O Holding 2021 A/S	Allerød	
G&O MidCo ApS	Allerød	100 %
G&O BidCo A/S	Allerød	100 %
Gertsen & Olufsen A/S	Allerød	100 %
Pres-Vac Engineering A/S	Allerød	100 %
Atlas Incinerators ApS	Vordingborg	100 %
Heco International A/S	Hedensted	100 %
Heco China A/S	Hedensted	100 %
Heco Mechanical Seals Technology (Suzhou) Co. Ltd.	Suzhou, China	100 %
Hans Jensen Lubricators A/S	Hadsund	100 %
Hans Jensen Lubricators Singapore Pte. Ltd	Singapore	100 %

The Group Chart is per 31 December 2023.

Financial Highlights

Seen over a 3-year period, the development of the Group is described by the following financial highlights:

	Group		
	2023	2022	2021/22
	TDKK 12 months	TDKK 6 months	TDKK 13 months
Key figures			
Profit/loss			
Revenue	410,263	182,295	218,659
Gross profit	212,440	85,962	59,924
Profit/loss of primary operations	13,795	-20,223	-18,919
Profit/loss of financial income and expenses	-29,847	-10,546	-2,084
Net profit/loss for the year	-18,613	-26,537	-22,286
Balance sheet			
Balance sheet total	799,616	853,075	653,023
Investment in property, plant and equipment	4,903	534	2,463
Equity	305,260	344,943	311,464
Cash flows			
Cash flows from:			
- operating activities	94,950	6,765	-4,942
- investing activities	-17,605	-188,748	-304,701
- financing activities	-71,215	89,613	394,475
Change in cash and cash equivalents for the year	6,130	-92,370	84,832
Number of employees	224	223	145
Ratios			
Return on assets	1.7%	-2.4%	-2.9%
Solvency ratio	38.2%	40.4%	47.7%
Return on equity	-5.7%	-8.1%	-14.3%

Management's review

Key activities

The Company's key activities comprises equity holdings in group enterprises. The Group's key activities comprises of production and sale of products to the maritime sector.

Development in the year

The Group's loss for the year amounts to TDKK 18,613 which Management considers unacceptable. During the year, the Group has experienced lower earnings growth than expected partly driven by increased transaction- and extraordinary costs (approx. TDKK 8,500).

Business risks

The Group's most important business risk is linked to its ability to be strongly positioned on the markets in which the Group sells its products.

Currency risks

The Group does most of its trade abroad, and a significant part of its revenue is invoiced in foreign currencies. The Group evaluates on a current basis the need for use of financial instruments to hedge net positions and future transactions.

Liquidity

Management assesses that the Group has the necessary funds available to meet the continued development of its activities.

Use of financial instruments

G&O Maritime Group has in 2023 entered into FX contracts for one large contract denominated in USD to secure the currency exposure against USD. The FX contracts has maturity in less than one year. Excess liquidity is deposited in money market account or the like. G&O Maritime Group is not exposed to material financial risks. G&O Maritime Group is among other things using steel, copper and other metals as raw materials in its products; thus G&O Maritime Group is exposed to the development in various raw material prices.

Knowledge resources

Compared to the Group's operating risk, it is important to maintain a market leadership. This is done by attraction and continuous training and education of intellectual capital resources in accordance with market requirements as well as focused sale and marketing.

Environmental performance

The Group is eco-conscious and works on a current basis to improve the environmental impact of both its own operating activities as well as its customers. The G&O Maritime Group has published a sustainability report for 2023, which is available on the company homepage.

Targets and expectations for the year ahead

Management expects to realise a positive EBITDA in the range of TDKK 95,000 - 105,000. This equals to an annual increase compared to a positive normalized EBITDA in 2023 of TDKK 78,200.

Research and development

It is important to the Group to remain a market-leading manufacturer. This is done by current product development taking the market requirements into consideration.

Management's review

Statement of corporate social responsibility, cf. section 99a of the Financial Statements Act

The statutory statement is available on the Company's website cf. Sustainability - G&O Maritime Group (<https://gomaritimegroup.com/sustainability/>)

Statement on gender composition, cf. section 99b of the Financial Statements Act

G&O Holding 2021 A/S has a policy regarding gender equality for all managerial levels in the organisation. The Group's overall objective is to employ and promote, the most qualified employees, regardless of gender, age, or origin. The policy is published in the employee handbook. The policy describes e.g. the possibility of flexible career opportunities, working hours, etc. G&O Holding 2021 A/S has an ambition to further balance gender equality and diversity in the workforce, as we deem this a strength to the Group.

The gender balance in the Board of Directors remained unchanged in 2023. The gender balance is therefore not yet meeting G&O Holding 2021 A/S target of having a minimum of 2 out of 7 elected Board members represented by the underrepresented gender (corresponding to a minimum of 28.57%) in 2025. We have in 2023 mapped future potential Board members as part of our ongoing Board composition/succession planning with emphasis also on increased diversity.

The Company has below 50 employees, thus no policy for other managerial levels exists.

2023

Top management

Total number of members	7
Underrepresented gender %	0%
Target figure %	29%
Year for meeting target	2025

Other management levels

Total number of members	3
Underrepresented gender %	0%

Statement on data ethics, cf. section 99d of the Financial Statements Act

The statutory statement is available on the Company's website cf. <https://gomaritimegroup.com/wp-content/uploads/sites/5/2024/04/data-ethics-policy-january-2024.pdf>

Subsequent events

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

Reporting guidelines of Active Owners

The G&O Maritime Group is partly owned by private equity and follows certain reporting guidelines issued by the Danish Venture Capital and Private Equity Association. You may find the guidelines here: www.aktiveejere.dk

Income statement 1 January - 31 December

	Note	Group		Parent company	
		2023	2022	2023	2022
		TDKK 12 months	TDKK 6 months	TDKK 12 months	TDKK 6 months
Revenue	1	410,263	182,295	0	0
Change in inventories of finished goods, work in progress and goods for resale		-1,341	19,180	0	0
Work on own account recognised in assets		6,322	4,450	0	0
Other operating income		440	1,714	0	0
Expenses for raw materials and consumables		-149,100	-90,700	0	0
Other external expenses		-54,144	-30,977	-429	-210
Gross profit		212,440	85,962	-429	-210
Staff expenses	2	-142,822	-73,954	0	0
Earnings Before Interest Taxes Depreciation and Amortization		69,618	12,008	-429	-210
Amortisation, depreciation and impairment losses of intangible assets and property, plant and equipment	3	-55,823	-32,231	0	0
Profit/loss before financial income and expenses		13,795	-20,223	-429	-210
Financial income	4	354	3,052	635	315
Financial expenses	5	-30,201	-13,598	-831	-14
Profit/loss before tax		-16,052	-30,769	-625	91
Tax on profit/loss for the year	6	-2,561	4,232	127	-20
Net profit/loss for the year	7	-18,613	-26,537	-498	71

Balance sheet 31 December

Assets

	Note	Group		Parent company	
		2023	2022	2023	2022
		TDKK	TDKK	TDKK	TDKK
Completed development projects		7,300	7,649	0	0
Acquired patents		46,062	49,046	0	0
Acquired licenses		4,394	3,265	0	0
Acquired trademarks		27,448	30,832	0	0
Acquired other similar rights		196,518	221,422	0	0
Goodwill		226,670	239,270	0	0
Development projects in progress		11,841	7,855	0	0
Intangible assets	8	520,233	559,339	0	0
Land and buildings		32,436	33,858	0	0
Plant and machinery		16,281	16,385	0	0
Other fixtures and fittings, tools and equipment		2,451	2,714	0	0
Leasehold improvements		417	581	0	0
Property, plant and equipment	9	51,585	53,538	0	0
Investments in subsidiaries	10	0	0	369,301	369,301
Fixed asset investments		0	0	369,301	369,301
Fixed assets		571,818	612,877	369,301	369,301
Inventories	11	126,160	140,276	0	0
Trade receivables		62,570	77,020	0	0
Contract work in progress		1,735	2,060	0	0
Receivables from group enterprises		0	0	3,419	24,165
Other receivables		909	897	0	0
Deferred tax asset	14	0	0	21	9
Corporation tax receivable from group enterprises		0	0	146	0
Prepayments	12	5,703	4,469	0	0
Receivables		70,917	84,446	3,586	24,174

Balance sheet 31 December

Assets

	Note	Group		Parent company	
		2023	2022	2023	2022
		TDKK	TDKK	TDKK	TDKK
Cash at bank and in hand		30,721	15,476	47	322
Current assets		227,798	240,198	3,633	24,496
Assets		799,616	853,075	372,934	393,797

Balance sheet 31 December

Liabilities and equity

	Note	Group		Parent company	
		2023	2022	2023	2022
		TDKK	TDKK	TDKK	TDKK
Share capital	13	35,194	35,194	35,194	35,194
Reserve for exchange rate conversion		-667	16	0	0
Retained earnings		270,733	289,733	337,635	338,488
Proposed dividend for the year		0	20,000	0	20,000
Equity		305,260	344,943	372,829	393,682
Provision for deferred tax	14	63,397	62,214	0	0
Other provisions	15	7,517	8,835	0	0
Provisions		70,914	71,049	0	0
Credit institutions		179,464	230,699	0	0
Other payables		71,287	62,792	0	0
Long-term debt	16	250,751	293,491	0	0
Credit institutions	16	83,371	74,236	0	0
Prepayments received from customers		13,652	0	0	0
Trade payables		49,180	44,152	102	107
Payables to group enterprises relating to corporation tax		1,340	4,925	0	0
Other payables	16	25,148	16,811	3	8
Deferred income	17	0	3,468	0	0
Short-term debt		172,691	143,592	105	115
Debt		423,442	437,083	105	115
Liabilities and equity		799,616	853,075	372,934	393,797
Contingent assets, liabilities and other financial obligations	20				
Related parties	21				
Fee to auditors appointed at the general meeting	22				
Subsequent events	23				
Accounting Policies	24				

Statement of changes in equity

Group

	Share capital	Reserve for exchange rate conversion	Retained earnings	Proposed dividend for the year	Total
	TDKK	TDKK	TDKK	TDKK	TDKK
Equity at 1 January	35,194	16	289,733	20,000	344,943
Ordinary dividend paid	0	0	0	-20,000	-20,000
Fair value adjustment of hedging instruments, end of year	0	0	489	0	489
Exchange adjustments	0	-683	0	0	-683
Other equity movements	0	0	-876	0	-876
Net profit/loss for the year	0	0	-18,613	0	-18,613
Equity at 31 December	35,194	-667	270,733	0	305,260

Parent company

	Share capital	Retained earnings	Proposed dividend for the year	Total
	TDKK	TDKK	TDKK	TDKK
Equity at 1 January	35,194	338,488	20,000	393,682
Ordinary dividend paid	0	0	-20,000	-20,000
Other equity movements	0	-355	0	-355
Net profit/loss for the year	0	-498	0	-498
Equity at 31 December	35,194	337,635	0	372,829

Cash flow statement 1 January - 31 December

	Note	Group	
		2023	2022
		TDKK 12 months	TDKK 6 months
Result of the year		-18,613	-26,537
Adjustments	18	88,956	38,561
Change in working capital	19	58,530	6,308
Cash flow from operations before financial items		128,873	18,332
Financial income		354	3,052
Financial expenses		-30,201	-13,598
Cash flows from ordinary activities		99,026	7,786
Corporation tax paid		-3,636	-1,021
Gain on sale of property, plant and equipment		-440	0
Cash flows from operating activities		94,950	6,765
Purchase of intangible assets		-11,164	-6,314
Purchase of property, plant and equipment		-6,441	-534
Business acquisition		0	-181,900
Cash flows from investing activities		-17,605	-188,748
Repayment of loans from credit institutions		-51,215	-20,387
Raising of loans from credit institutions		0	100,000
Cash capital increase		0	10,000
Dividend paid		-20,000	0
Cash flows from financing activities		-71,215	89,613
Change in cash and cash equivalents		6,130	-92,370
Cash and cash equivalents at 1 January		-7,538	84,832
Cash and cash equivalents at 31 December		-1,408	-7,538
Cash and cash equivalents are specified as follows:			
Cash at bank and in hand		30,721	15,476
Overdraft facility		-32,129	-23,014
Cash and cash equivalents at 31 December		-1,408	-7,538

Notes to the Financial Statements

	Group		Parent company	
	2023	2022	2023	2022
	TDKK 12 months	TDKK 6 months	TDKK 12 months	TDKK 6 months
1. Revenue				
Geographical segments				
APAC	179,660	82,351	0	0
Europe	165,674	77,463	0	0
Rest of world	64,929	22,481	0	0
	410,263	182,295	0	0
Business segments				
Propulsion Management	269,299	116,079	0	0
Tank Management	68,171	30,502	0	0
Water & Waste Management	72,793	35,714	0	0
	410,263	182,295	0	0

	Group		Parent company	
	2023	2022	2023	2022
	TDKK 12 months	TDKK 6 months	TDKK 12 months	TDKK 6 months
2. Staff Expenses				
Wages and salaries	129,919	66,753	0	0
Pensions	7,500	3,489	0	0
Other social security expenses	2,529	1,654	0	0
Other staff expenses	2,874	2,058	0	0
	142,822	73,954	0	0
Including remuneration to the Executive Board and Board of Directors:				
Executive board	6,312	3,112	0	0
Board of directors	850	462	0	0
	7,162	3,574	0	0
Average number of employees	224	223	3	2

The Group has issued a warrant program for the board of directors and executive management. The warrants can be exercised either at a point in time or in case of an exit event. The warrant program includes 189,000,000 warrants, each entitling the holder to subscribe for one E-share of nominally DKK 0.01.

Notes to the Financial Statements

	Group		Parent company	
	2023	2022	2023	2022
	TDKK 12 months	TDKK 6 months	TDKK 12 months	TDKK 6 months
3. Amortisation, depreciation and impairment losses of intangible assets and property, plant and equipment				
Amortisation of intangible assets	47,753	29,179	0	0
Depreciation of property, plant and equipment	8,070	3,052	0	0
	55,823	32,231	0	0

	Group		Parent company	
	2023	2022	2023	2022
	TDKK 12 months	TDKK 6 months	TDKK 12 months	TDKK 6 months
4. Financial income				
Interest received from group enterprises	0	0	635	315
Other financial income	354	3,052	0	0
	354	3,052	635	315

	Group		Parent company	
	2023	2022	2023	2022
	TDKK 12 months	TDKK 6 months	TDKK 12 months	TDKK 6 months
5. Financial expenses				
Other financial expenses	30,201	13,598	831	14
	30,201	13,598	831	14

Notes to the Financial Statements

	Group		Parent company	
	2023	2022	2023	2022
	TDKK 12 months	TDKK 6 months	TDKK 12 months	TDKK 6 months
6. Income tax expense				
Current tax for the year	1,378	920	-115	0
Deferred tax for the year	1,183	-5,152	-12	20
	2,561	-4,232	-127	20

	Parent company	
	2023	2022
	TDKK	TDKK
7. Profit allocation		
Proposed dividend for the year	0	20,000
Retained earnings	-498	-19,929
	-498	71

Notes to the Financial Statements

8. Intangible fixed assets Group

	Completed development projects	Acquired patents	Acquired licenses	Acquired trademarks	Acquired other similar rights	Goodwill	Develop- ment projects in progress
	TDKK	TDKK	TDKK	TDKK	TDKK	TDKK	TDKK
Cost at 1 January	32,789	55,467	14,519	33,842	243,243	251,991	7,855
Additions for the year	0	2,358	2,485	0	0	0	6,322
Disposals for the year	0	0	0	0	0	0	-659
Transfers for the year	1,677	0	0	0	0	0	-1,677
Cost at 31 December	34,466	57,825	17,004	33,842	243,243	251,991	11,841
Impairment losses and amortisation at 1 January	25,140	6,421	11,254	3,010	21,821	12,721	0
Amortisation for the year	2,026	5,342	1,356	3,384	24,904	12,600	0
Impairment losses and amortisation at 31 December	27,166	11,763	12,610	6,394	46,725	25,321	0
Carrying amount at 31 December	7,300	46,062	4,394	27,448	196,518	226,670	11,841

Notes to the Financial Statements

BIO reactor

Very time-consuming retrofit tasks have been utilising all our R&D resources in our BIO-Reactor development group, resulting in a low capitalisation of spend during 2023. We do still have customers that demands our high-quality product, and at the same time a product where cost is of the essential. Gertsen and Olufsen BIO reactors are among the cleanest non-chemical product on the market, and we will continue to strive to keep that market position.

Valves

Our capitalised products in Pres-Vac have during the last year been very much focused on the green transition, we see in the shipping industries. Dual fuel engines are pushing new requirements and Pres-Vac are the first company that have develop valves for methanol tanks. We have also continued our development relates to simplification of our valve offering, to minimize material and labour cost, including a significant reduction in Leadtime towards customers. New design needs approvals, due to the nature of safety equipment.

Compensator

The capitalised development costs relate to continued development of our compensators. The development goes in direction of interface towards ship crew, where simplify use and operation status is important. Data collection and further digitalisation will continue to ensure Gertsen and Olufsen compensators are market leading.

Incinerators

The capitalised development cost relates to continuing the expansion of our newest product family in Atlas Incinerator. The size, efficiency and technology will ensure to keep Atlas Incinerators will be the leading brand in the marked.

Hans Jensen Lubricators

Most R&D resources have been used to optimise HJ Smartlube 4.0. The injection valve has been released, the electronics have been updated, the software has gone through an overhaul on the user interface to improve user-friendliness. Progress in other key projects has also been realised e.g. new sensors for mechanical lubricators have been designed, produced, and tested. A new lubrication solution for 4-stroke ferries has been developed, documented, tested, and delivered. Further, The HJ X-tronic software has been overhauled, including new features.

Notes to the Financial Statements

9. Property, plant and equipment Group

	Land and buildings	Plant and machinery	Other fixtures and fittings, tools and equipment	Leasehold improvements
	TDKK	TDKK	TDKK	TDKK
Cost at 1 January	79,931	107,418	12,333	1,433
Additions for the year	398	3,476	1,029	0
Disposals for the year	0	-1,043	-562	0
Cost at 31 December	80,329	109,851	12,800	1,433
Impairment losses and depreciation at 1 January	46,073	91,033	9,619	852
Depreciation for the year	1,820	3,177	1,050	164
Impairment and depreciation of sold assets for the year	0	-640	0	0
Reversal of impairment and depreciation of sold assets	0	0	-320	0
Impairment losses and depreciation at 31 December	47,893	93,570	10,349	1,016
Carrying amount at 31 December	32,436	16,281	2,451	417

Parent company

2023	2022
TDKK	TDKK

10. Investments in subsidiaries

Cost at 1 January	369,301	319,301
Additions for the year	0	50,000
Cost at 31 December	369,301	369,301
Carrying amount at 31 December	369,301	369,301

Investments in subsidiaries are specified as follows:

Name	Place of registered office	Ownership
G&O MidCo ApS	Allerød	100%

Notes to the Financial Statements

	Group		Parent company	
	2023	2022	2023	2022
	TDKK	TDKK	TDKK	TDKK
11. Inventories				
Raw materials and consumables	63,834	76,566	0	0
Work in progress	19,202	15,750	0	0
Finished goods and goods for resale	43,124	47,960	0	0
	126,160	140,276	0	0

12. Prepayments

Prepayments consist of prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

13. Share capital

	Number	Nominal value
		TDKK
A-shares	5,500,000	5,500
B-shares	16,500,000	16,500
C-shares	5,500,000	5,500
D-shares	40	0
E-shares	7,694,056	7,694
		35,194

The Company holds a total of 68,393.74 E-shares with a nominal value of DKK 68,393.74 corresponding to 0.19% of the total capital. The shares have been acquired as part of the company's incentive program (MIP program).

Each share of DKK 0.01 has one vote, except that the D-shares have no votes. Each class of shares hold particular rights in accordance with the articles of association.

Notes to the Financial Statements

	Group		Parent company	
	2023	2022	2023	2022
	TDKK	TDKK	TDKK	TDKK
14. Provision for deferred tax				
Deferred tax liabilities at 1 January	62,214	32,972	-9	-29
Amounts recognised from purchase price allocation	0	30,513	0	0
Amounts recognised from purchased companies	0	3,881	0	0
Amounts recognised in the income statement for the year	1,183	-5,152	-12	20
Deferred tax liabilities at 31 December	63,397	62,214	-21	-9

15. Other provisions

The Group provides warranties of on some of its products and is therefore obliged to repair or replace goods which are not satisfactory. Based on previous experience in respect of the level of repairs and returns, other provisions of TDKK 2,329 have been recognised for expected warranty claims.

	Group		Parent company	
	2023	2022	2023	2022
	TDKK	TDKK	TDKK	TDKK

16. Long-term debt

Payments due within 1 year are recognised in short-term debt. Other debt is recognised in long-term debt.

The debt falls due for payment as specified below:

Credit institutions

After 5 years	4,134	25,485	0	0
Between 1 and 5 years	175,330	205,214	0	0
Long-term part	179,464	230,699	0	0
Within 1 year	51,242	51,222	0	0
Other short-term debt to credit institutions	32,129	23,014	0	0
	262,835	304,935	0	0

Notes to the Financial Statements

	Group		Parent company	
	2023	2022	2023	2022
	TDKK	TDKK	TDKK	TDKK
16. Long-term debt				
Other payables				
After 5 years	62,184	62,792	0	0
Between 1 and 5 years	9,103	0	0	0
Long-term part	71,287	62,792	0	0
Other short-term payables	25,148	16,811	3	8
	96,435	79,603	3	8

17. Deferred income

Deferred income relates to pre-invoiced revenue.

	Group	
	2023	2022
	TDKK 12 months	TDKK 6 months
18. Cash flow statement - Adjustments		
Financial income	-354	-3,052
Financial expenses	30,201	13,598
Depreciation, amortisation and impairment losses, including losses and gains on sales	55,823	32,231
Tax on profit/loss for the year	2,561	-4,232
Exchange adjustments	725	16
	88,956	38,561

Notes to the Financial Statements

	Group	
	2023	2022
	TDKK 12 months	TDKK 6 months
19. Cash flow statement - Change in working capital		
Change in inventories	14,116	-14,322
Change in receivables	13,693	15,972
Change in other provisions	-1,318	4,698
Change in trade payables, etc	32,039	-40
	58,530	6,308

	Group		Parent company	
	2023	2022	2023	2022
	TDKK	TDKK	TDKK	TDKK
20. Contingent assets, liabilities and other financial obligations				
Rental and lease obligations				
Lease obligations under operating leases. Total future lease payments:				
Within 1 year	576	460	0	0
Between 1 and 5 years	1,868	993	0	0
	2,444	1,453	0	0
Lease obligations, period of non-terminability	177	177	0	0

Guarantee obligations

The Group has provided guarantees to customers totaling TUSD 43 and TEUR 46 as of 31 December 2023. This amounts to TDKK 628 with the exchange rate as of 31 December 2023.

Notes to the Financial Statements

Group		Parent company	
2023	2022	2023	2022
TDKK	TDKK	TDKK	TDKK

20. Contingent assets, liabilities and other financial obligations

Other contingent liabilities

The Group has placed security in its assets including but not limited to inventory, plant and machinery, land and buildings for credit facilities. This also includes a collateral of TDKK 50,705

The Danish group companies are jointly and severally liable for tax on the jointly taxed incomes etc of the Group. Moreover, the Danish group companies are jointly and severally liable for Danish withholding taxes by way of dividend tax, tax on royalty payments and tax on unearned income. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Group's liability.

21. Related parties and disclosure of consolidated financial statements

	<u>Basis</u>
Controlling interest	
P-G&O 2021 A/S, Copenhagen	Parent company
Other related parties	

Transactions

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

Consolidated Financial Statements

The Company is included in the Group Annual Report of the Parent Company of the largest and smallest group:

<u>Name</u>	<u>Place of registered office</u>
P-G&O 2021 A/S CVR No.: 42 45 72 48	Copenhagen, Denmark

Notes to the Financial Statements

	Group	
	2023	2022
	TDKK 12 months	TDKK 6 months
22. Fee to auditors appointed at the general meeting		
Audit fee	656,490	987,520
Other assurance engagements	45,000	0
Tax advisory services	411,250	241,150
Non-audit services	2,141,230	2,665,758
	3,253,970	3,894,428

23. Subsequent events

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

Notes to the Financial Statements

24. Accounting policies

The Annual Report of G&O Holding 2021 A/S for 2023 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The Consolidated Financial Statements and the Parent Company Financial Statements for 2023 are presented in TDKK.

Correction of material misstatements

The company has identified that, in last year's presentation of the company, there was an error in the classification between salary expenses and gross profit within the profit and loss statement.

The comparative figures for 2022 have been corrected accordingly, resulting in costs being increased by DKK 23,630k, and gross profit being increased by DKK 23,630k.

The changes affect neither the year's result, tax, equity nor the financial position.

Recognition and measurement

Revenues are recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortised cost are recognised. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

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

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Basis of consolidation

The Consolidated Financial Statements comprise the Parent Company, G&O Holding 2021 A/S, and subsidiaries in which the Parent Company directly or indirectly holds more than 50% of the votes or in which the Parent Company, through share ownership or otherwise, exercises control. Enterprises in which the Group holds between 20% and 50% of the votes and exercises significant influence but not control are classified as associates.

On consolidation, items of a uniform nature are combined. Elimination is made of intercompany income and expenses, shareholdings, dividends and accounts as well as of realised and unrealised profits and losses on transactions between the consolidated enterprises.

The Parent Company's investments in the consolidated subsidiaries are set off against the Parent Company's share of the net asset value of subsidiaries stated at the time of consolidation.

Business combinations

Business acquisitions carried through on or after 1 July 2018

Acquisitions of subsidiaries are accounted for using the purchase method under which the identifiable assets and liabilities of the entity acquired are measured at fair value at the time of acquisition. Acquired contingent liabilities are recognised at fair value in the Consolidated Financial Statements to the extent that the value can be measured reliably.

The time of acquisition is the time when the Group obtains control of the entity acquired.

Notes to the Financial Statements

The cost of the entity acquired is the fair value of the consideration agreed, including consideration contingent on future events. Transaction costs directly attributable to the acquisition of subsidiaries are recognised in the income statement as incurred.

Positive differences between the cost of the entity acquired and identifiable assets and liabilities are recognised as goodwill in intangible assets in the balance sheet and are amortised in the income statement on a straight-line basis over their estimated useful lives. Where the differences are negative, they are recognised immediately in the income statement.

Translation policies

Danish kroner is used as the presentation currency. All other currencies are regarded as foreign currencies.

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement. Where foreign exchange transactions are considered hedging of future cash flows, the value adjustments are recognised directly in equity.

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the transaction date rates are recognised in financial income and expenses in the income statement; however, see the section on hedge accounting.

Income statements of foreign subsidiaries and associates that are separate legal entities are translated at transaction date rates or approximated average exchange rates. Balance sheet items are translated at the exchange rates at the balance sheet date. Exchange adjustments arising on the translation of the opening equity and exchange adjustments arising from the translation of the income statements at the exchange rates at the balance sheet date are recognised directly in equity.

Income statements of enterprises that are integrated entities are translated at transaction date rates or approximated average exchange rates; however, items derived from non-monetary balance sheet items are translated at the transaction date rates of the underlying assets or liabilities. Monetary balance sheet items are translated at the exchange rates at the balance sheet date, whereas non-monetary items are translated at transaction date rates. Exchange adjustments arising on the translation are recognised in financial income and expenses in the income statement.

Derivative financial instruments

Derivative financial instruments are initially recognised in the balance sheet at cost and are subsequently remeasured at their fair values. Positive and negative fair values of derivative financial instruments are classified as "Other receivables" and "Other payables", respectively.

Changes in the fair values of derivative financial instruments are recognised in the income statement unless the derivative financial instrument is designated and qualify as hedge accounting.

Hedge accounting

Changes in the fair values of financial instruments that are designated and qualify as fair value hedges of a recognised asset or a recognised liability are recognised in the income statement as are any changes in the fair value of the hedged asset or the hedged liability related to the hedged risk.

Changes in the fair values of derivative financial instruments that are designated and qualify as hedges of expected future transactions are recognised in the fair value reserve under equity as regards the effective portion of the hedge. The ineffective portion is recognised in the income statement. If the hedged transaction results in an asset or a liability, the amount deferred in equity is transferred from equity and recognised in the cost of the asset or the liability, respectively. If the hedged transaction results in an income or an expense, the amount deferred in equity is transferred from equity to the income statement in the period in which the hedged transaction is recognised. The amount is recognised in the same item as the hedged transaction.

Notes to the Financial Statements

Changes in the fair values of financial instruments that are designated and qualify as hedges of net investments in independent foreign subsidiaries or associates are recognised directly in equity as regards the effective portion of the hedge, whereas the ineffective portion is recognised in the income statement.

Segment information on revenue

Information on business segments and geographical segments is based on the Group's risks and returns and its internal financial reporting system. Business segments are regarded as the primary segments.

Income statement

Revenue

Revenue from the sale of goods for resale and finished goods is recognised in the income statement when the sale is considered effected based on the following criteria:

- delivery has been made before year end;
- a binding sales agreement has been made;
- the sales price has been determined; and
- payment has been received or may with reasonable certainty be expected to be received.

Services are recognised at the rate of completion of the service to which the contract relates by using the percentage-of-completion method, which means that revenue equals the selling price of the service completed for the year. This method is applied when total revenues and expenses in respect of the service and the stage of completion at the balance sheet date can be measured reliably, and it is probable that the economic benefits, including payments, will flow to the Group. The stage of completion is determined on the basis of the ratio between the expenses incurred and the total expected expenses of the service.

Revenue is measured at the consideration received and is recognised exclusive of VAT and net of discounts relating to sales.

Expenses for raw materials and consumables

Expenses for raw materials and consumables comprise the raw materials and consumables consumed to achieve the consolidated revenue for the year.

Other external expenses

Other external expenses comprise indirect production costs and expenses for premises, sales as well as office expenses, etc.

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

Gross profit

With reference to section 32 of the Danish Financial Statements Act, gross profit/loss is calculated as a summary of revenue, change in inventories of finished goods, work in progress and goods for resale, work on own account recognised in assets, other operating income, expenses for raw materials and consumables and other external expenses.

Staff expenses

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.

Notes to the Financial Statements

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

Other operating income and expenses

Other operating income and other operating expenses comprise items of a secondary nature to the main activities of the Group, including gains and losses on the sale of intangible assets and property, plant and equipment.

Income from investments in subsidiaries

Dividends from subsidiaries are recognised as income in the income statement when adopted at the General Meeting of the subsidiary. However, dividends relating to earnings in the subsidiary before it was acquired by the Parent Company are set off against the cost of the subsidiary.

Financial income and expenses

Financial income and expenses comprise interest, realised and unrealised exchange adjustments, price adjustment of securities, amortisation of mortgage loans as well as extra payments and repayment under the on-account taxation scheme.

Tax on profit/loss for the year

Tax for the year consists of current tax for the year and deferred tax for the year. The tax attributable to the profit for year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

Any changes in deferred tax due to changes to tax rates are recognised in the income statement.

The Company is jointly taxed with . The tax effect of the joint taxation with the subsidiaries is allocated to Danish enterprises showing profits or losses in proportion to their taxable incomes (full allocation with credit for tax losses).

Notes to the Financial Statements

Balance sheet

Intangible fixed assets

Goodwill

Goodwill is amortised on a straight-line basis over the estimated useful life of 20 years, determined on the basis of Management's experience with the individual business areas. The useful life of goodwill relating to subsidiaries is 20 years, as the subsidiaries have a strong market position and a long earnings profile.

Development projects

Costs of development projects comprise salaries, amortisation and other expenses directly or indirectly attributable to the Company's development activities.

Development projects that are clearly defined and identifiable and in respect of which technical feasibility, sufficient resources and a potential future market or development opportunity in the enterprise can be demonstrated, and where it is the intention to manufacture, market or use the project, are recognised as intangible assets. This applies if sufficient certainty exists that the value in use of future earnings can cover cost of sales, distribution and administrative expenses involved as well as the development costs.

Development projects that do not meet the criteria for recognition in the balance sheet are recognised as expenses in the income statement as incurred.

Capitalised development costs are measured at cost less accumulated amortisation and impairment losses or at a lower recoverable amount. An amount corresponding to the recognised development costs is allocated to the equity item 'Reserve for development costs'. The reserve comprises only development costs recognised in financial years beginning on or after 1 January 2016. The reserve is reduced by amortisation of and impairment losses on the development projects on a continuing basis.

As of the date of completion, capitalised development costs are amortised on a straight-line basis over the period of the expected economic benefit from the development work. The amortisation period is 3-5 year.

Other intangible fixed assets

Patents, licences and rights are measured at cost less accumulated amortisation and less any accumulated impairment losses or at a lower value in use.

Patents are amortised over the remaining patent period or a shorter useful life. The amortisation period is 10 years. Software licences and rights are amortised over the period of the agreements, which is 3-5 years and 2-10 years, respectively.

Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Depreciation based on cost reduced by any residual value is calculated on a straight-line basis over the expected useful lives of the assets, which are:

Buildings	10-40 years
Plant and machinery	5-10 years
Other fixtures and fittings, tools and equipment	3-10 years
Leasehold improvements	4-9 years

The fixed assets' residual values are determined at nil.

Notes to the Financial Statements

Depreciation period and residual value are reassessed annually.

Impairment of fixed assets

The carrying amounts of intangible assets and property, plant and equipment and investments are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

The recoverable amount of the asset is calculated as the higher of net selling price and value in use. Where a recoverable amount cannot be determined for the individual asset, the assets are assessed in the smallest group of assets for which a reliable recoverable amount can be determined based on a total assessment.

Goodwill, head office buildings and other assets for which a separate value in use cannot be determined as the asset does not on an individual basis generate future cash flows are reviewed for impairment together with the group of assets to which they are attributable.

Investments in subsidiaries

Investments in subsidiaries are measured at cost. Where cost exceeds the recoverable amount, write-down is made to this lower value.

Inventories

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

The net realisable value of inventories is calculated at the amount expected to be generated by sale of the inventories in the process of normal operations with deduction of selling expenses and costs of completion. The net realisable value is determined allowing for marketability, obsolescence and development in expected selling price.

The cost of goods for resale, raw materials and consumables equals landed cost.

The cost of finished goods and work in progress comprises the cost of raw materials, consumables and direct labour with addition of indirect production costs. Indirect production costs comprise the cost of indirect materials and labour as well as maintenance and depreciation of the machinery, factory buildings and equipment used in the manufacturing process as well as costs of factory administration and management.

Receivables

Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

Contract work in progress

Contract work in progress is measured at selling price of the work performed calculated on the basis of the stage of completion. The stage of completion is measured by the proportion that the contract expenses incurred to date bear to the estimated total contract expenses. Where it is probable that total contract expenses will exceed total revenues from a contract, the expected loss is recognised as an expense in the income statement.

Where the selling price cannot be measured reliably, the selling price is measured at the lower of expenses incurred and net realisable value.

Payments received on account are set off against the selling price. The individual contracts are classified as receivables when the net selling price is positive and as liabilities when the net selling price is negative.

Expenses relating to sales work and the winning of contracts are recognised in the income statement as incurred.

Notes to the Financial Statements

Prepayments

Prepayments comprise prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

Equity

Dividend

Dividend distribution proposed by Management for the year is disclosed as a separate Dividend item.

Provisions

Provisions are recognised when - in consequence of an event occurred before or on the balance sheet date - the Group has a legal or constructive obligation and it is probable that economic benefits must be given up to settle the obligation.

Other provisions include warranty obligations in respect of repair work within the warranty period of 1-5 years. Provisions are measured and recognised based on experience with guarantee work.

Deferred tax assets and liabilities

Deferred tax is recognised in respect of all temporary differences between the carrying amount and the tax base of assets and liabilities. However, deferred tax is not recognised in respect of temporary differences concerning goodwill not deductible for tax purposes and other items - apart from business acquisitions - where temporary differences have arisen at the time of acquisition without affecting the profit for the year or the taxable income.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. In cases where the computation of the tax base may be made according to alternative tax rules, deferred tax is measured on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets, including the tax base of tax loss carry-forwards, are measured at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities.

Deferred tax assets and liabilities are offset within the same legal tax entity.

Current tax receivables and liabilities

Current tax receivables and liabilities are recognised in the balance sheet at the amount calculated on the basis of the expected taxable income for the year adjusted for tax on taxable incomes for prior years. Tax receivables and liabilities are offset if there is a legally enforceable right of set-off and an intention to settle on a net basis or simultaneously.

Financial liabilities

Loans, such as loans from credit institutions, are recognised initially at the proceeds received net of transaction expenses incurred. Subsequently, the loans are measured at amortised cost; the difference between the proceeds and the nominal value is recognised as an interest expense in the income statement over the loan period.

Other debts are measured at amortised cost, substantially corresponding to nominal value.

Deferred income

Deferred income comprises payments received in respect of income in subsequent years.

Notes to the Financial Statements

Cash Flow Statement

The cash flow statement shows the Group's cash flows for the year broken down by operating, investing and financing activities, changes for the year in cash and cash equivalents as well as the Group's cash and cash equivalents at the beginning and end of the year.

Cash flows from operating activities

Cash flows from operating activities are calculated as the net profit/loss for the year adjusted for changes in working capital and non-cash operating items such as depreciation, amortisation and impairment losses, and provisions. Working capital comprises current assets less short-term debt excluding items included in cash and cash equivalents.

Cash flows from investing activities

Cash flows from investing activities comprise cash flows from acquisitions and disposals of intangible assets, property, plant and equipment as well as fixed asset investments.

Cash flows from financing activities

Cash flows from financing activities comprise cash flows from the raising and repayment of long-term debt as well as payments to and from shareholders.

Cash and cash equivalents

Cash and cash equivalents comprise "Cash at bank and in hand" and "Overdraft facilities".

The cash flow statement cannot be immediately derived from the published financial records.

Financial Highlights

Explanation of financial ratios

Return on assets	$\text{Profit/loss of ordinary primary operations} \times 100 / \text{Total assets at year end}$
Solvency ratio	$\text{Equity at year end} \times 100 / \text{Total assets at year end}$
Return on equity	$\text{Net profit for the year} \times 100 / \text{Average equity}$