
SSG HoldCo A/S

Knapholm 4, DK-2730 Herlev

Annual Report for 1 October 2020 - 30 September 2021

CVR No 38 62 06 65

The Annual Report was
presented and adopted at
the Annual General
Meeting of the Company on
21/12 2021

Allan Tharuman
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 Annual Report of SSG HoldCo A/S for the financial year 1 October 2020 - 30 September 2021.

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

In our opinion the Financial Statements give a true and fair view of the financial position at 30 September 2021 of the Company and of the results of the Company operations for 2020/21.

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.

Herlev, 21 December 2021

Executive Board

Carsten Fensholt
Group CEO

Pernille Damm Nielsen
Group CFO

Board of Directors

Jeff Olsen Gravenhorst
Chairman

Rune Lillie Gornitzka
Deputy Chairman

Martin Bøge Mikkelsen

Sonny Hoffmann Nielsen

Independent Auditor's Report

To the Shareholders of SSG HoldCo A/S

Opinion

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 30 September 2021 and of the results of the Company's operations for the financial year 1 October 2020 - 30 September 2021 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of SSG HoldCo A/S for the financial year 1 October 2020 - 30 September 2021, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies ("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 Company 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 Financials Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement in Management's Review.

Management's responsibilities for the Financial Statements

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

Independent Auditor's Report

ment, whether due to fraud or error.

In preparing the Financial Statements, Management is responsible for assessing the 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 Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the 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 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 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

Independent Auditor's Report

in a manner that gives a true and fair view.

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

Hellerup, 21 December 2021

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab

CVR No 33 77 12 31

Jacob F. Christiansen
State Authorised Public Accountant
mne18628

Henrik Ødegaard
State Authorised Public Accountant
mne31489

Company Information

The Company

SSG HoldCo A/S
Knapholm 4
DK-2730 Herlev

CVR No: 38 62 06 65
Financial period: 1 October - 30 September
Incorporated: 4 May 2017
Financial year: 5th financial year
Municipality of reg. office: Herlev

Board of Directors

Jeff Olsen Gravenhorst, Chairman
Rune Lillie Gornitzka, Deputy Chairman
Martin Bøge Mikkelsen
Sonny Hoffmann Nielsen

Executive Board

Carsten Fensholt
Pernille Damm Nielsen

Auditors

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
Strandvejen 44
DK-2900 Hellerup

Management's Review

Principal activities

SSG is one of Scandinavia's leading providers of damage control and complementary services. The Company's business model has been tailor made to meet demands from insurance companies, including specialized repair work not offered by traditional craftsmen. Damage control, which is SSG's core business and accounts for 70% percent of the Company's revenue for the financial year 2020/2021, primarily refers to services provided in acute situations to stop or limit damage following fire accidents, water leakage, moisture or storm related incidents but also in some cases project management for the reconstruction work., and in some markets the full process from damage stop to reconstruction. Complementary services, which account for 30 percent of the Company's revenue for the financial year 2020/2021, primarily refers to services provided in non acute situations which require specialized skillsets and tools. The offering within these complementary services covers a wide array of services but is mainly divided into two sub segments, industry services and property services.

SSG's two service segments, damage control and complementary services, require similar skillsets and equipment, which allows for efficient resource allocation between the two segments. As demand for damage control services varies over the year, labour and tools can easily be reallocated between the two segments to secure high utilization throughout the year. The two segments also complement each other well in the sense that, usually, damage control is required in acute situations, whereas complementary services can be performed in non acute situations. In periods of high demand for damage control services, the Company can build a pipeline of complementary services projects which can then be executed during periods of lower demand for damage control, thereby further improving the resource utilization over the year.

SSG was successfully acquired by Polaris Private Equity in December 2019. Polaris is a leading Nordic private equity company investing in mid-sized companies with the objective to invest in good companies with great potential and make them bigger and better in partnership with Management and the Board. In September 2021 SSG acquired a pest control company Kiltin A/S and Kirk Chemicals ApS which will add value to our existing customers that SSG Group can provide broader services within damage and pest control. SSG Group also acquired a moisture company Ovento AB on the 30 September 2021. Ovento AB is located in Stockholm with good customer relations, strong brand and solid performance. Ovento AB will support the growth ambition for the Swedish market and especially in the Stockholm area.

The Danish business is SSG's largest operation, holding a market leading position. As per 30/9 2021, SSG Denmark had 381 employees and 13 centers across Denmark, offering nationwide coverage. The Danish operations accounted for 46 percent of the Company's total revenue for the financial year 2020/2021.

In Norway, SSG operates a total of 24 wholly owned centers and four franchise centers with a total of 260 employees. SSG Norway handle the full process from damage stop to reconstruction for the Norwegian Insurance customers. The norwegian SSG operations account for 27 percent of the Company's total revenue in the financial year 2020/2021.

The Swedish operations are comprised of SSG Nordic, EBE Gruppen and Ovento AB, which primarily offers damage control services. Sweden has 291 employees working at its 15 centers. The Swedish

Management's Review

operations account for 27 percent of the Company's total revenue in the financial year 2020/2021. In line with the strategic focus on damage control services.

It is SSG's ambition to be the most attractive 24/7 Damage Control Service partner in Scandinavia by being:

- The leading partner in quality, customer service and communication.
- Competitive on cost, and with the clear ambition to help insurance companies to reduce average damage cost ongoing.
- The leading partner in digitalization, automatization and transparent reporting.
- The leading partner in innovation and new services to continue to be able to reduce average damage cost.

Development in the year

In the financial year 2020/2021, SSG Holdco realised a loss of DKK 73.5 million compared to a loss of DKK 72.4 million last year.

The result was effected by the follow:

SSG A/S (Denmark) continued to generate solid results in accordance with expectations. The ongoing progress of optimizing the business, digitalization and implementation of new innovative products also made a positive contribution. The Company has solid contracts with a number of the large Danish insurance companies and in 2020/2021 SSG A/S also entered into a new insurance customer contract during the year.

For SSG Norway it was a year characterized by restructuring and refocusing of the strategy as planned. SSG Norway has a solid market position, but operation did not meet expectations. But SSG Norway have already seen a solid improvement in customer satisfaction for the largest customers, and SSG Norway is now well positioned for future profitable growth.

EBE Gruppen AB combined with SSG Nordic have a strong representation across Sweden and especially with the new investment in Ovento AB in Stockholm. EBE Gruppen has strong operational performance and culture, and the platform will be the foundation for further growth in Sweden in combination with SSG Nordic and Ovento AB.

Management's Review

Financial targets on Group level

The Group has an organic revenue growth target of three to five percent per year. The targeted growth is mainly attributable to entering into additional framework agreements with insurance companies in Sweden, Norway and Denmark, developing new services and offer services within the full value chain. as well as growing complementary service, but also driven by the underlying market growth due to climate changes etc.

In addition to the organic revenue growth, the Group has a target of growing revenue through acquisitions. In line with the M&A strategy, future acquisitions aim to increase inhouse competencies, increase the geographical presence or give quick access to service platforms in specific markets. Management has ongoing dialogues with a number of potential acquisition targets.

To reach its margin target, management will continue to focus on the implementation of The SSG Way, innovation, customer satisfaction and its operational excellence initiatives within the Group.

A new Nordic Group Management team has been established during 2021 to support this progress within the Group.

Financial targets for Denmark

Management has an organic revenue target of three to five percent per year for Denmark. Revenue growth will be attributable to increased revenue from existing and new customers based on a new set of innovative services and continued dialogue with existing customers about transferring more basic damage administration/responsibility to SSG. In addition, focus will be on growing adjacent services and establishing "preventive" services in cooperation with insurance companies.

Financial targets for Norway

Management has an organic revenue growth target of three to five percent per year for Norway. This will be largely driven by the continued focus on building strong relationships with insurance companies and increase share of wallet with them, and intensifying sales efforts towards tier 2 customers with high revenue potential (the Company classifies its customers from tier 1 to tier 3 based on their geographical pan Nordic vs. domestic presence and customer base).

Profitability improvement will be driven by the initiatives implemented as part of the recent turnaround in form of operational improvement, competency redistribution, cost reductions, KPI measurements and ensuring end customer satisfaction.

Financial targets for Sweden

Management has an organic revenue growth target of three to five percent per year for Sweden. The strategy in terms of organic growth is to leverage inroads and experience from Denmark and Norway, thereby penetrating the large insurance segment.

Management's Review

Capital structure and resources

The SSG Holdco share capital is not divided into share classes. Management regularly assesses whether SSG has a capital structure that corresponds to the Company's need for the financing of working capital.

Together with the Company's banks, the Group's owners, Board of Directors and Executive Board assess the combination of equity, loans from shareholders and external financing on a recurring basis.

Management maintains an ongoing dialogue with the Group's most important lenders and shareholders, who show a high level of confidence in the Group. Management assesses that the Group's current capital structure and resources are adequate and sufficient to carry through the activities planned for financial year 2021/22.

Uncertainty relating to recognition and measurement

Accounting estimates have been made in connection with the recognition and measurement of work in progress, receivables and goodwill. SSG currently works to improve its methods for the recognition and measurement of such items and, in Management's assessment, the estimates made provide a true and fair view in the Annual Report.

Employees

Employees constitute the most important asset of SSG, which makes it important to ensure the required technical and human skills. During the year, SSG has therefore held a number of technical courses on humidity, moisture and damage control as well as hygiene/environmentally related courses. At management level, training in finances and sale/services has been provided. Moreover, SSG invests in training in the management systems of the insurance companies, In4mo and ScalePoint, on an ongoing basis.

As of 30/9 2021, the Company had 1.012 full time employees of whom two were part of the Group management.

Reporting guidelines of DVCA

The SSG 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.DVCA.dk.

Shareholder information

The Company's shares are owned by P- SSG A/S (84.98%) and employees, Board members, other investors (14.58%). Furthermore, the Company holds 0.44% of own shares.

Management's Review

Reporting on sustainability in accordance with section 99 a of the Danish Financial Statement Act

For the main operating model of SSG, please refer to section "Principal Activities"

SSG has during the year implemented UN and OECD standards and is now member of UN Global Compact. In addition we have set a strategy/plan around 5 Sustainable Development Goals (SDG's), Gender Equality, Decent work and Economic Growth, Sustainable Cities and Communities, Responsible Consumption and Production and Climate actions. A baseline has been documented for all areas and we have implemented a monthly reporting tracking system along the financial reporting system to ensure transparency and focus.

SSG does not consider its operating activities to contain any significant risks with respect to the climate and the environment since we are a service company and since our main impacts are consumption of fuels in our vehicles and handling and disposal of waste on behalf of our customers. The Policies in this area sets objectives around the Company's desire to contribute to a better environment and prevent any unnecessary pollution and a set of Company obligations like full compliance with all legal requirements, strive for use of sub contractors with CSR policies, correct handling and disposal of waste etc. The specific activities are an ongoing focus on developing methods to reduce especially the use of fuel, electricity, and chemicals. SSG management is satisfied with the progress made in this area during the financial year.

SSG does operate in an environment where there are certain risks with respect to employee health and safety, for instance in connection with removal of asbestos and moisture. The policies in this area establishes the rules for employees, for instance specific work instructions, required training levels, use of protective gear etc.

Other policies take care of social aspects like respect for the individual, smoking and consumption of Alcohol among other things.

The level of implementation is controlled via regular site audits conducted by SSG quality teams where methods and use of equipment is reviewed. A worker's council is established where employee representatives meet and discuss health and safety related subjects and decides on appropriate new initiatives. The Group has earmarked investment again in 2022 to improve the working environment.

One of the main measures of a healthy and safe work environment is sick leave, here SSG has achieved its objective of maximum 3% absence.

In 2021 we have operationalized the five identified SDG's with clear targets of 50% females, 100% reduction in work injuries/incidents per year, 20% reduction in transport, advanced waste recycling systems with 95% recycling and 50% electrical cars/vans in 2025. In addition, we have in 2021 started implementing CO2 reporting per project to support our Customers CSR targets. Our short term ambition are to reduce our CO2 emission with 2700 – 3000 tons per year, and be the frontrunner in our industry with new ideas and targets.

Management's Review

SSG comply with all relevant legislation concerning the areas of human rights and anti-corruption. SSG only has activities in markets where human rights and anti-corruption are defined and enforced by the authorities, which is why the Company see no need to further have risk mitigating policies of its own.

Reporting on gender diversity in accordance with section 99 b of the Danish Financial Statement Act

The Company has an objective of at least one female board member in year 2025. The Company's executive management have hired one female member in 2020 but no female in the board as no female board member has been elected.

The Company has an objective of 25% female representation by 2025 in leadership positions. The 24,7 % of females have increased during last financial year and the Company is satisfied with the progress made here towards the 2025 goal.

The main activities behind the goal of increased female representation is centered around internal and external recruiting as well as making sure that all female internal talents get the needed attention and support in their leadership development to compete for leadership positions.

Dividend policy

The payment of dividend is to take place with due consideration of the required consolidation of equity as a basis for the Group's continuing expansion.

Subsequent events

No other events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

Other Management positions held by members of the Board of Directors and the Executive Board

Board of Directors

Name	Jeff Olsen Gravenhorst (chairman)	Rune Lillie Gornitzka	Martin Bøge Mikkelsen
Position	Board member	Partner - Polaris Equity	Board Member
Chairman of the Board of Directors in:	SSG A/S, SSG Group A/S, SSG HoldCo A/S, SSG BiCo A/S, Moment A/S, Rambøll Gruppen A/S, Moment Group A/S, Sate of Green, My Homes A/S	P-SSG 2019 A/S	IoT Denmark A/S, IoT Solution A/S, Parent ApS, Lyras DK ApS, Lyras A/S
Deputy chairman of the Board of Directors in:		SSG A/S, SSG Group A/S, SSG HoldCo A/S, SSG BidCo A/S, Kiltin A/S	
Member of the Board of Directors in:	Gravenhorst Invest A/S, Galileo Global Education	P-DMM Holding 2019 A/S, P-DMM 2014 A/S, DMM Holding 1 A/S, DMM Holding 2 A/S, Det Danske Madhus A/S, North Risk A/S, North Risk Holding A/S, P-North Risk Holding A/S, G&O Investment A/S, G&O Holding 2021 A/S, G&O BidCo A/S, Heco International A/S, Gertsen & Olufsen A/S, Heco China A/S, Atlas Incinerators ApS, Pres-Vac Engineering A/S	SSG A/S, SSG Group A/S, SSG HoldCo A/S, SSG BidCo A/S, InterMail A/S, ETU Forsikring A/S, Secure Capital A/S, Secure Spectrum Fondsmæglerselskab A/S and Alternative Equity Partners A/S
Member of the Executive Board in:	Gravenhorst Invest Holding ApS, Gravenhorst Invest A/S	Stella Invest ApS	MBMikkelsen Holding ApS, Mitco Invest ApS

Other Management positions held by members of the Board of Directors and the Executive Board

Board of Directors

Name:	Sonny Hoffmann Nielsen
Position:	Board member
Chairman of the Board of Directors in:	WeCon A/S, Dane TopCo ApS, Serwiz A/S
Deputy chairman of the Board of Directors in:	
Member of the Board of Directors in:	SSG A/S, SSG Group A/S, SSG HoldCo A/S, SSG BidCo A/S
Member of the Executive Board in:	SH Service ApS

Executive Board

Name:	Carsten Fensholt	Pernille Damm Nielsen
Position	Group CEO	Group CFO
Chairman of the Board of Directors in:	SSG Norge AS, SSG Nordic Holding AB, SSG Nordic AB, EBE Gruppen AB, EBE Torkteknik AB, EBE Skadeservice AB, SSG Grustaget AB, Ovento AB	
Member of the Board of Directors in:		SSG Norge AS, SSG Nordic Holding AB, SSG Nordic AB, EBE Gruppen AB, EBE Torkteknik AB, EBE Skadeservice AB, SSG Grustaget AB, Ovento AB
Member of the Executive Board in:	SSG A/S, SSG Group A/S, SSG HoldCo A/S, SSG BidCo A/S, Kiltin A/S, Kirk Chemicals ApS	SSG A/S, SSG Group A/S, SSG HoldCo A/S, SSG BidCo A/S, Kiltin A/S, Kirk Chemicals ApS

Income Statement 1 October - 30 September

	Note	2020/21 TDKK	2019/20 TDKK
Other external expenses		-86	-185
Gross profit/loss		-86	-185
Income from investments in subsidiaries		-73,393	-72,244
Financial expenses	2	-43	-22
Profit/loss before tax		-73,522	-72,451
Tax on profit/loss for the year	3	-9	46
Net profit/loss for the year		-73,531	-72,405

Distribution of profit

Proposed distribution of profit

Retained earnings		-73,531	-72,405
		-73,531	-72,405

Balance Sheet 30 September

Assets

	Note	2020/21 TDKK	2019/20 TDKK
Investments in subsidiaries	4	29,223	76,302
Fixed asset investments		29,223	76,302
Fixed assets		29,223	76,302
Receivables from group enterprises		9,226	0
Corporate tax joint taxation		36	46
Receivables		9,262	46
Cash at bank and in hand		974	484
Currents assets		10,236	530
Assets		39,459	76,832

Balance Sheet 30 September

Liabilities and equity

	Note	2020/21 TDKK	2019/20 TDKK
Share capital	5	19,290	15,255
Reserve for exchange rate conversion		-4,252	0
Retained earnings		24,370	60,171
Equity		39,408	75,426
Trade payables		28	0
Payables to group enterprises		0	1,370
Other payables		23	36
Short-term debt		51	1,406
Debt		51	1,406
Liabilities and equity		39,459	76,832
Uncertainty with recognition and measurement	1		
Contingent assets, liabilities and other financial obligations	6		
Related parties	7		
Accounting Policies	8		

Statement of Changes in Equity

	Share capital	Reserve for exchange rate conversion	Retained earnings	Total
	TDKK	TDKK	TDKK	TDKK
Equity at 1 October	15,255	0	60,171	75,426
Capital increase	923	0	8,303	9,226
Cash capital increase	3,112	0	28,012	31,124
Exchange adjustments relating to foreign entities	0	-4,252	0	-4,252
Sale of treasury shares	0	0	2,000	2,000
Purchase of treasury shares	0	0	-1,900	-1,900
Issue of warrants	0	0	1,315	1,315
Net profit/loss for the year	0	0	-73,531	-73,531
Equity at 30 September	19,290	-4,252	24,370	39,408

Notes to the Financial Statements

1 Uncertainty with recognition and measurement

There is uncertainty associated with recognition and measurement of group goodwill and deferred tax assets, as recognition and measurement are based on expectations for future activities and results.

The SSG Group has recognized group goodwill amounting to MDKK 312 (2019/20: MDKK 269). Group goodwill mainly relates to the acquisition of damage control activities in Denmark, Norway and Sweden and is amortized over 10-20 years. Management has concluded that there are no indicators for impairment as the negative result for 2020/21 primarily is related to one-off cost such as transaction and restructuring costs.

The group's Danish and Swedish operations have achieved a satisfactory result for 2020/21, in line with expectations.

	<u>2020/21</u> TDKK	<u>2019/20</u> TDKK
2 Financial expenses		
Interest paid to group enterprises	11	18
Other financial expenses	<u>32</u>	<u>4</u>
	<u>43</u>	<u>22</u>

3 Tax on profit/loss for the year

Current tax for the year	0	0
Deferred tax for the year	<u>9</u>	<u>-46</u>
	<u>9</u>	<u>-46</u>

Notes to the Financial Statements

	2020/21	2019/20
	TDKK	TDKK
4 Investments in subsidiaries		
Cost at 1 October	153,006	500
Additions for the year	30,566	152,506
Cost at 30 September	183,572	153,006
Value adjustments at 1 October	-76,704	-44
Exchange adjustment	-4,252	467
Net profit/loss for the year	-73,393	-72,244
Other equity movements, net	0	-4,883
Value adjustments at 30 September	-154,349	-76,704
Carrying amount at 30 September	29,223	76,302

Investments in subsidiaries are specified as follows:

Name	Place of registered office	Share capital	Votes and ownership
SSG BidCo A/S	Denmark	TDKK 17,611	100%
SSG Group A/S	Denmark	TDKK 16,303	100%
SSG A/S	Denmark	TDKK 4,445	100%
SSG Norge AS	Norway	TNOK 3,000	100%
Kiltin A/S	Denmark	TDKK 600	100%
Kirk Chemicals ApS	Denmark	TDKK 200	100%
SSG Grustaget AB	Sweden	TSEK 1,459	75%
SSG Nordic Holding AB	Sweden	TSEK 80	75%
SSG Nordic AB	Sweden	TSEK 1,000	75%
EBE Gruppen AB	Sweden	TSEK 50	75%
EBE Skadeservice AB	Sweden	TSEK 200	75%
EBE Torkteknik AB	Sweden	TSEK 50	75%
Ovento AB	Sweden	TSEK 100	75%

Notes to the Financial Statements

5 Equity

Management Incentive Programme

In 2019/20 and 2020/21, the company offered a share investment and warrant program to board members and certain key employees in the Group. Under the program, participants have made a combined share and warrant investment in SSG HoldCo A/S. The company holds all shares in SSG Bidco A/S and has no other activities.

As of 30 September 2021, the outstanding number of shares amount to 7.5% of the share capital in SSG HoldCo A/S and outstanding number of warrants amount to potential shares equal to 12% of the current share capital in SSG HoldCo A/S. The shares and warrants were acquired at fair value and consequently, no cost is recognized. The warrants are exercisable upon the earlier of an exit event (sale of the company) or 27 November 2029.

If a participant leaves the company (bad leaver) the company has a right but not an obligation to acquire the shares and warrants at an amount which may be below fair value. If the company terminates an employee (good leaver) the participant is entitled to sell the shares and warrants to the company at their fair value. As of 30 September 2021 the settlement amount for all outstanding shares and warrants under programme is approx. DKK 12.2 million.

Treasury shares

During 2020/21 SSG HoldCo A/S acquired nominal DKK 159,149 treasury shares for a total consideration of DKK 1.9 million, including the cost of the acquisition of 30,850,800 warrants. Additionally the company has disposed nominal DKK 167,250 for a total consideration of DKK 2 million, including the price for the disposal of 24,417,250 warrants.

At 30 September 2021, the number of treasury shares amounts to 84,208 equal to 0.44% of the share capital and the company holds 25,792,400 warrants.

Treasury shares and warrants are acquired as part of the Management Incentive Programme issued by the Company, cf, description above.

Notes to the Financial Statements

6 Contingent assets, liabilities and other financial obligations

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 Company's liability.

7 Related parties

Consolidated Financial Statements

The Company is included in the Group Annual Report of the Parent Company, P - SSG 2019 A/S

<u>Name</u>	<u>Place of registered office</u>
P - SSG 2019 A/S, CVR no 40 93 39 56	Copenhagen

Notes to the Financial Statements

8 Accounting Policies

The Annual Report of SSG HoldCo A/S for 2020/21 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class B as well as selected rules applying to reporting class C.

The accounting policies applied remain unchanged from last year.

The Financial Statements for 2020/21 are presented in TDKK.

Consolidated financial statements

With reference to section 112 of the Danish Financial Statements Act and to the consolidated financial statements of P - SSG 2019 A/S, CVR no 40 93 39 56, the Company has not prepared consolidated financial statements.

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.

Translation policies

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 rates at the time when the receivable or the debt

Notes to the Financial Statements

8 Accounting Policies (continued)

arose are recognised in financial income and expenses in the income statement.

Fixed assets acquired in foreign currencies are measured at the transaction date rates.

Income Statement

Other external expenses

Other external expenses comprise costs relating to the key activities of the Company.

Income from investments in subsidiaries

The item “Income from investments in subsidiaries” in the income statement includes the proportionate share of the profit for the year.

Financial income and expenses

Financial income and expenses comprise interest, financial expenses in respect of finance leases, realised and unrealised exchange adjustments, price adjustment of securities as well as extra payments and repayment under the onaccount taxation scheme.

Tax on profit/loss for the year

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

The Company is jointly taxed with other Danish Companies within the group. The tax effect of the joint taxation is allocated to enterprises in proportion to their taxable incomes.

Balance Sheet

Investments in subsidiaries

Investments in subsidiaries are recognised and measured under the equity method.

The item “Investments in subsidiaries” in the balance sheet include the proportionate ownership share of the net asset value of the enterprises calculated on the basis of the fair values of identifiable net assets at the time of acquisition with deduction or addition of unrealised intercompany profits or losses and with addition of the remaining value of any increases in value and goodwill calculated at the time of acquisition of the enterprises. Goodwill is amortised on a straight-line basis over the estimated useful life of 5-10 years which in some cases can be up to 20 years for strategically acquired companies with a strong market position and a long term earnings profile, if the extended amortisation period is assessed to better

Notes to the Financial Statements

8 Accounting Policies (continued)

reflect the use of the respective resources.

The total net revaluation of investments in subsidiaries is transferred upon distribution of profit to “Reserve for net revaluation under the equity method“ under equity. The reserve is reduced by dividend distributed to the Parent Company and adjusted for other equity movements in the subsidiaries.

Subsidiaries with a negative net asset value are recognised at DKK 0. Any legal or constructive obligation of the Parent Company to cover the negative balance of the enterprise is recognised in provisions.

Treasury shares

Purchase and sales prices for treasury shares are recognised directly in retained earnings under equity. A reduction of capital by cancellation of treasury shares reduces the share capital by an amount equal to the nominal value of the shares and increases retained earnings. Dividend on treasury shares is recognised directly in equity under retained earnings.

Deferred tax assets and liabilities

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets 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 within the same legal tax entity.

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. Any changes in deferred tax due to changes to tax rates are recognised in the income statement or in equity if the deferred tax relates to items recognised in equity.

Current tax receivables and liabilities

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.

Financial debts

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