



# ANNUAL REPORT 2024

Blue Water Holding A/S  
Trafikhavnskej 9, 6700 Esbjerg  
CVR no. 30 58 40 66  
Financial year: 01.01.2024 - 31.12.2024

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# Entity details

## ENTITY

Blue Water Holding A/S  
Trafikhavnskaj 9  
6700 Esbjerg

**CVR no.:** 30 58 40 66  
**Established:** 11 May 2007  
**Registered in:** Esbjerg  
**Financial year:** 01.01.2024 - 31.12.2024

**Phone:** +45 7913 4144  
**E-mail:** esbjerg@bws.net  
**Web:** www.bws.net



## Board of Directors

Jørgen Dencker Wisborg, Chairman  
Jørgen Meyer, Deputy Chairman  
Anne Roed Skov, Deputy Chairman  
Kurt Skov  
Niels Stie Kaalund  
Merete Søby  
Henrik Dam Larsen

## Executive Board

Søren Nørgaard Thomsen, CEO  
Flemming Busch, CFO  
Dan Gregers Nissen, COO  
Thomas Bek, COO

## Auditors

BDO Statsautoriseret revisionsaktieselskab  
Dokken 8  
6700 Esbjerg

The annual General Meeting adopted the Annual Report on 20 March 2025.

Chairman of the General Meeting

Niels Stie Kaalund

# Statement by Management on the Annual Report

The Board of Directors and the Executive Board have today considered and approved the Annual Report of Blue Water Holding A/S for the financial year 01.01.2024 - 31.12.2024.

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

In our opinion, the Consolidated financial statements and the Parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31.12.2024 and of the

results of their operations and the Consolidated cash flows for the financial year 01.01.2024 - 31.12.2024.

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

We recommend the Annual Report for adoption at the Annual General Meeting.

*Esbjerg, 20 March 2025*

## Executive Board

**Søren Nørgaard Thomsen**  
*CEO*

**Flemming Busch**  
*CFO*

**Dan Gregers Nissen**  
*COO*

**Thomas Bek**  
*COO*

## Board of Directors

**Jørgen Dencker Wisborg**  
*Chairman*

**Jørgen Meyer**  
*Deputy Chairman*

**Anne Roed Skov**  
*Deputy Chairman*

**Kurt Skov**  
*Member*

**Niels Stie Kaalund**  
*Member*

**Merete Søby**  
*Member*

**Henrik Dam Larsen**  
*Member*

# Independent auditor's report

To the shareholders of Blue Water Holding A/S



## Opinion

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of Blue Water Holding A/S for the financial year 1 January - 31 December 2024, which comprise income statement, Balance Sheet, statement of changes in equity, notes and a summary of significant accounting policies for both the Group and the Parent Company, as well as consolidated statement of cash flows for the Group. The Consolidated Financial Statements and the Parent Company Financial Statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the Consolidated Financial Statements and

the Parent Company Financial Statements give a true and fair view of the assets, liabilities and financial position of the Group or the Company at 31 December 2024 and of the results of the Group and the Parent Company's operations as well as the consolidated cash flows of the Group for the financial year 1 January - 31 December 2024 in accordance with the Danish Financial Statements Act.

## Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the

"Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and the Parent Company 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 (including International Independence Standards) (IESBA Code), together with the ethical requirements that are relevant to our audit of the financial statements in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

# Independent auditor's report

## Management's Responsibilities for the Consolidated Financial Statements and the Parent Company Financial Statements

Management is responsible for the preparation of Consolidated Financial Statements and the 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 Consolidated Financial Statements and the Parent Company Financial Statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and the Parent Company Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements and the Parent Company Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if,

individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated Financial Statements and the Parent Company Financial Statements.

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

- ▶ Identify and assess the risks of material misstatement of the Consolidated Financial Statements and the Parent Company Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- ▶ Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Consolidated Financial Statements and the Parent Company Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw

attention in our auditor's report to the related disclosures in the Consolidated Financial Statements and the Parent Company Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.

- ▶ Evaluate the overall presentation, structure and contents of the Consolidated Financial Statements and the Parent Company Financial Statements, including the disclosures, and whether the Consolidated Financial Statements and the Parent Company Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.
- ▶ Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the Group Financial Statements and the Parent Company Financial Statements. We are responsible for the direction, supervision and review of the audit work performed for purposes 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

## Statement on Management commentary

Management is responsible for Management Commentary.

Our opinion on the Consolidated Financial Statements and the Parent Company Financial Statements does not cover Management Commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements and the Parent Company Financial Statements, our responsibility is to read Management Commentary and, in doing so, consider whether Management Commentary is materially inconsistent with the Consolidated Financial Statements and the Parent Company Financial

Statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management Commentary provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that Management Commentary 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 of Management Commentary.

*Esbjerg, 20 March 2025*

## **BDO Statsautoriseret revisionsaktieselskab**

CVR no. 20 22 26 70

### **Jørn Jepsen**

State Authorised Public Accountant  
MNE no. mne24824

### **Peder Rene Pedersen**

State Authorised Public Accountant  
MNE no. mne23334



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# Financial Highlights of the Group

KEY FIGURES (DKK '000)	2024	2023	2022	2021	2020
<b>INCOME STATEMENT</b>					
Revenue	9,497,455	8,959,734	9,259,190	6,736,986	5,779,745
Gross profit/loss	1,422,250	1,453,168	1,226,639	1,026,641	1,117,926
EBITDA	128,181	234,238	183,329	185,302	240,180
Operating profit/loss	77,734	187,768	151,308	154,152	223,647
Net financials	(54,838)	(40,287)	(41,798)	(15,622)	(23,441)
Profit/loss for the year	8,477	106,281	49,978	104,521	145,142
<b>BALANCE SHEET</b>					
Balance sheet total	2,754,058	2,580,585	2,470,490	1,985,169	1,716,198
Equity	722,815	730,866	645,632	568,554	466,343
Equity excl. minority interests	720,099	722,425	642,908	565,396	463,751
<b>CASH FLOWS</b>					
Cash flows from operating activities	(173,624)	(28,604)	(193,263)	27,196	238,267
Cash flows from investing activities	(122,861)	(65,097)	(81,618)	(32,820)	3,312
Cash flows from financing activities	193,039	190,947	139,804	(57,513)	(144,938)
Investments in property, plant and equipment	(135,605)	(40,193)	(85,172)	(23,106)	(17,690)

KEY RATIOS	2024	2023	2022	2021	2020
Gross margin (%)	15.0	16.2	13.2	15.2	19.3
Net margin (%)	0.1	1.1	0.5	1.6	2.5
Financial gearing (%)	1.0	0.6	0.5	0.0	(0.1)
Return on equity (%)	1.2	15.4	8.2	20.2	36.4
Equity ratio (%)	26.1	28.1	26.0	28.5	27.0
Equity ratio (after net cash/bank debt) (%)	28.0	31.6	28.3	28.7	27.3

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

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

<b>Gross margin</b>	<b>Equity ratio (after net cash/bank debt)</b>	<b>Equity ratio</b>
$\frac{\text{Gross profit} \times 100}{\text{Revenue}}$	$\frac{\text{Equity (ex. minorities), at year-end} \times 100}{\text{Total assets (after net cash/bank debt), at year-end}}$	$\frac{\text{Equity (ex. minorities), at year-end} \times 100}{\text{Total assets, at year-end}}$
<b>Return on equity</b>	<b>Net margin</b>	<b>Financial gearing</b>
$\frac{\text{Profit/loss for the year} \times 100}{\text{Average equity}}$	$\frac{\text{Profit/loss for the year} \times 100}{\text{Revenue}}$	$\frac{\text{Net interest-bearing debt}}{\text{Equity}}$

Net interest-bearing debt is defined as interest-bearing liabilities, including income tax payable, net of interest-bearing assets, including cash and income tax receivable.

# Management commentary

## Primary activities

The Group's activities comprise international transport, freight forwarding, and logistical services. The Parent's activity is to own the shares in Group members and to provide funding for the Group's activities.

## Development in activities and finances

The general transport and logistics market started with high uncertainty in 2024, a combination of geopolitical events and market fluctuations impacted our customers and resulted in supply chain changes.

The combination of high inflation and rising interest rates gave rise to general market uncertainty.

The macroeconomic effects and transport market conditions returning to historically normal levels impacted trade volumes significantly worldwide. Despite the geopolitical conflicts, general freight volumes improved.

In 2024, Blue Water was not in balance with the macro-economic events and had too high a cost base overall. As a result, the 2024 financial results were very disappointing.

## Profit/loss for year in relation to expected development

The Profit before tax was DKK 23 million, which is below expectations of between DKK 150 and 170 million. Furthermore, the Group realised a net cash outflow of DKK 103 million. The increase in net receivables from customers and investments in property impacted the overall cash flow for 2024.

The organisation was set up to realize increased revenue and profitability in 2024. Though the Group's revenue increased to DKK 9,497 million, this was below expectations. The organisation was set up for significantly higher revenue, and as this did not materialise in 2024, the Group's cost base and staffing were too costly. Furthermore, key projects within Blue Water's

Energy, Ports & Projects division did not yield the expected results. Overall, the above factors resulted in a disappointing DKK 8 million net profit.

## Blue Water in brief

Blue Water is a global transport and logistics company headquartered in Denmark.

Our skilled people offer complete and tailored solutions to any shipping and transport requirement worldwide. Blue Water's ambition has always been to provide the industry with the best customer service and the highest quality.

Responsibility is deeply rooted in our core values. We focus on being a constructive and trusted partner and co-player in an everchanging and challenging global market where responsibility is vital to success.

Today, we are represented with more than 80 offices worldwide. In every Blue Water office, we combine our strong global network with local expertise – thereby adding value and providing our clients with services beyond transporting cargo in a safe and efficient way.

We operate in these dedicated business units: General Cargo Road, General Cargo Sea & Air, Reefer Logistics, Marine Logistics, North Atlantic and the division: Energy, Ports & Projects.

## Risk Management

In order to continue a sustainable business with a global presence, we must expect and adjust to the constant dynamics in the markets and develop new business opportunities. It is key for us to manage the associated risks in a systematic and model-based approach to secure and create value from the short to the long term.

Executive Management and the Board of Directors review a risk report with our biggest risks bi-annually. This report is based on a bottom-up exercise with inclusion of management teams in all organisational areas and includes risks that could cause significant disruptions to the business over a three-year horizon. On the next page is a more detailed overview of our key risks.

## Knowledge resources

With reference to maintaining and strengthening our position among the leading service providers within Blue Water's business areas, it is essential that Blue Water and Group will continue to be able to attract and retain the most skilled and service-minded staff. Blue Water strongly focuses on being an attractive workplace and on further developing staff's competences.

This is done through the ongoing execution of transport assignments, goal-oriented courses and education as well as through our talent development programme called Blue Water Academy.

## Outlook

The results for 2025 will be positively affected by an increase in the activity level in the Energy, Ports & Projects Division.

We expect the 2025 result to be higher than 2024, positively affected by the ongoing, successful implementation of our newer offices in, e.g. Australia, Guyana and China.

Overall, the Profit before tax in 2025 is expected to be between DKK 140 - 160 million. Net cash flow is expected to be positive between DKK 50 - 70 million.

We note that the impact of current, and new, geopolitical, financial, economic and general market situations could affect our activities and our ability to service our customers in 2025.

# Management commentary

Particular risks	THE RISK?	THE IMPACT?	THE MITIGATION ACTION?
<b>Security and Data Governance</b>	Blue Water is exposed to cyber threats, potential data breaches and regulatory data privacy requirements. Weak security governance could lead to unauthorised access, data leaks or non-compliance fines.	Breaches could lead to financial losses, reputational damage, regulatory penalties and operational disruptions. Loss of sensitive customer and employee data could also impact client trust.	Implement and continuously improve cybersecurity measures, including multi-layered security controls, penetration testing and employee awareness training. Ensure compliance with data privacy laws (“GDPR”, etc.). Conduct regular security audits and risk assessments.
<b>Bribery and Corruption</b>	Blue Water operates in multiple jurisdictions, some of which may have higher risks of bribery and corruption. Employees and suppliers could engage in unethical business practices, leading to legal issues and unethical business misconducts.	Legal consequences, fines, reputational damage and loss of business opportunities. Potential blacklisting from key markets or contracts, including reputational damage.	Implement a zero-tolerance anti-corruption policy. Conduct regular training on ethics and compliance. Establish a whistleblower mechanism (“Ethics Line”). Strengthen due diligence on partners and suppliers. Ensure transparent reporting and monitoring, including membership of NGOs such as FAFPI.
<b>Supplier Relationships and Obligations</b>	Dependency on third-party suppliers and subcontractors for critical logistics services. Risks include supplier financial instability, quality issues, unethical business conduct and/or contract disputes.	Service disruptions, increased costs, delayed deliveries and reputational damage. Supply chain vulnerabilities can impact operational resilience and effect the company’s reputation as a trusted business partner.	Strengthen supplier vetting and due diligence processes. Maintain strategic supplier diversification. Implement clear contractual agreements with performance KPIs and contingency planning. Implementing a Supplier Relation Management validation/viding system, supported by a Supplier Code of Conduct outlining expectations and obligations.
<b>Currency Impact and Tax Disputes</b>	Exchange rate fluctuations, tax regulatory changes and disputes with tax authorities. Uncertainty in foreign exchange markets, especially with USD exposure.	Financial volatility, increased tax liabilities and compliance risks. Sudden FX movements can impact revenue and cash flow stability.	Maintain a structured currency risk management policy, including hedging strategies and diversified currency holdings. Work closely with tax advisors to ensure compliance and minimise disputes.
<b>Credit Risk and Cash Flow</b>	Risk of client insolvency leading to unpaid receivables. Large-scale project-based business can create liquidity pressures, particularly during long payment cycles.	Increased bad debts, higher borrowing costs and potential liquidity challenges. Financial strain on operational cash flow.	Implement strict credit policies, ensuring insurance coverage on large client accounts. Continuously monitor outstanding receivables. Maintain a structured liquidity buffer and leverage banking facilities as needed.

# Management commentary

The following section reports on Blue Water's Environmental, Social and Governance (ESG) and includes Management's commentary on Blue Water Holding's Annual Report 2024, which covers the statutory reporting on corporate social responsibility, environmental and social reporting and policies as defined in Section 99a of the Danish Accounting Act.

Blue Water's focus is continuously on an integrated approach to sustainability efforts and reporting through cross-functional alignment and implementation, demonstrating our belief that sustainability is an integral part of what makes us a responsible business.

From the financial year 2025, new sustainability reporting requirements will be implemented in accordance with the provisions of the Financial Statements Act for Danish large-size enterprises in reporting class C throughout the member states of the EU. The new requirement, the Corporate Sustainability Reporting Directive (CSRD) and the underlying reporting standards, European Sustainability Reporting Standards (ESRS), will apply to Blue Water. We have in 2024 worked to implement the new processes, establishing improved sustainability reporting capacity and are dedicated on preparing for the new reporting frameworks and scopes fully as from next financial year.

## Policy framework and implementation

Blue Water's policies reflect our dedication to responsible business practices. Our policies cover key areas such as business ethics, human rights, environmental responsibility, anti-corruption, data privacy and workplace safety. To ensure these policies are not just statements but actively guiding principles, we employ a structured implementation approach:

- › **Compliance and documentation:** All employees are introduced to our Code of Conduct during onboarding and are required to complete e-learning courses on key

policies. These courses include assessments to verify understanding and compliance.

- › **Monitoring and auditing:** We conduct internal and external audits to ensure adherence to our policies, using a structured compliance programme that includes risk assessments, due diligence and supplier management processes.
- › **Whistleblower and grievance mechanisms:** Our [Ethics Line](#) provides employees, customers and suppliers with a secure and confidential way to report any violations, reinforcing accountability across all levels of the organisation.
- › **Ongoing training and awareness:** Employees receive regular training on compliance topics, including cyber security, ethical business conduct and workplace safety. We also ensure that suppliers and business partners adhere to our ethical standards through structured engagement and compliance expectations.

## Environmental issues

Operating as service provider in one of the most carbon heavy industries, the transport sector, Blue Water has a great responsibility in addressing and handling its direct and indirect negative environmental impact. Blue Water's efforts to reduce the climate impact of the company's activities are accounted for in various global policy frameworks, i.e. Blue Water's [Global Environmental Policy](#), [Code of Conduct](#) as well as the [Supplier Code of Conduct](#). The latter has undergone a significant extension in 2024 to cover and comply with especially matters and high standards of governance compliance.

These global policy frameworks oblige Blue Water to as a minimum ensure compliance with international and local

legislation and other specific commitment(s) relevant to the context. Furthermore, Blue Water's multisite certification according to ISO 14001:2015 (Environment) ensures a documented and certified environmental control through external audits every year.

In addition to meeting regulatory requirements, our environmental policies provide guidance on reducing emissions, improving energy efficiency and managing resources responsibly. We work to integrate these principles into daily operations by focusing on practical initiatives such as CO2 reduction efforts, waste management and responsible sourcing. Likewise, we encourage suppliers to consider environmental impacts, supporting a more sustainable approach across the supply chain.

To further address environmental issues and Blue Water's carbon footprint, the company has in 2023 committed to the Science Based Targets initiative (SBTi), targeting to reduce absolute Scope 1 and 2 CO2e emissions by 42% before 2030 from a 2022 base-year and reduce Scope 3 emissions by 51.6% per gramme CO2e/tonne km.

As part of Blue Water's Climate Transition Strategy, Blue Water is launching a dedicated CO2 reduction pool in 2025 to drive internal decarbonisation efforts. This is structured with dedicated allocations for Scope 1 and 2 reductions, ensuring that financial resources are directed toward impactful emissions-reduction initiatives. Additionally, the pool will empower employees across our global operations to propose and implement local decarbonisation projects, fostering engagement and innovation across Blue Water. By integrating employee-driven solutions, we reinforce our commitment to practical, on-the-ground climate action, ensuring that sustainability is embedded throughout our organisation.



# Management commentary

## Social conditions and employee relations

Working actively with ESG, Blue Water especially considers social matters to be material to the company cf. strategic directions and double materiality assessments.

Blue Water's efforts to address social conditions and employee relations are accounted for in various global policy frameworks, i.e. the [Global Health & Safety Policy](#), [Code of Conduct](#) as well as [Supplier Code of Conduct](#). In addition, Blue Water is multisite certified by ISO 45001:2018 (Health & Safety), ensuring that we as a company are audited in our ability to transform policies into actions and comply with high standards within social management.

Blue Water's Global Health & Safety Policy, Code of Conduct and Supplier Code of Conduct form the foundation of our social responsibility framework. These policies outline our commitment to safe and fair working conditions, diversity and inclusion, employee well-being and ethical business practices. They ensure compliance with international labour standards, promote equal opportunities and safeguard occupational health and safety through ISO 45001:2018 certification. Additionally, our policies mandate responsible supply chain practices, requiring suppliers to uphold human rights, workplace safety and ethical labour conditions in line with global best practices.

Currently, our performance setup includes metrics such as Employee Net Promoter Score (eNPS) and Customer Satisfaction Score (NPS), ensuring that people remain at the centre of our way forward. These metrics align with our 2030 corporate strategy, fostering accountability and driving continuous improvement while emphasising the value of our employees and customers as critical to our success.

With 86% of employees participating in the 2024 Employee Engagement Survey, the high response rate ensures a solid base for identifying the actions we can benefit from taking. The overall satisfaction and motivation score was 77, which – compared to similar companies – is top-of-class.

## Respect for human rights

Blue Water respects all internationally recognised human rights, and we are a part of the UN Global Compact. Furthermore, Blue Water is guided by the Organisation for Economic Co-operation and Development's (OECD) Guidelines for Multinational Enterprises recommendations on responsible business conduct. We are committed to comply with all applicable national and local laws, rules and regulations, and we expect that our suppliers do the same. Obligating them to commit to this, they are asked to sign our [Supplier Code of Conduct](#).

Community engagement is the responsibility of all parties, including all Blue Water's suppliers. Consequently, Blue Water conducts due diligence on its suppliers to identify and manage potential risks. We work to avoid causing and/or contributing to, violation of human rights, negative impacts across our own operations and supply chains, including within the local communities where suppliers operate.

We expect everyone to uphold inclusive and respectful workplaces, proactively manage risks in their supply chain and consider the human rights of all stakeholders impacted, paying specific attention to migrants, indigenous people and vulnerable groups.

Blue Water's human rights policies set clear expectations for fair working conditions, non-discrimination and ethical business conduct. Our policies prohibit modern slavery, child labour, forced labour and exploitative employment practices, ensuring that workers across our operations and supply chain are treated with dignity and fairness. We also uphold free-

dom of association and collective bargaining, ensuring that employees have the right to voice concerns and negotiate working conditions. Additionally, we promote diversity, inclusion and equal opportunities, requiring our business partners to align with these standards in their own workplace.

Blue Water has a mechanism for grievance and remediation called the Ethics Line. The Ethics Line is implemented with the purpose of e.g. addressing grievances related to human rights violations. All employees, suppliers, customers and community members can report concerns and violations to the [Ethics Line here](#).

## Anti-corruption and Bribery

Blue Water is committed to the highest standards of business ethical conduct. We keep our promises, because our business is built on trust and reflects a high integrity in all our business activities. Our commitment is to comply with laws and regulations which govern our business and operations in an appropriate fashion. Blue Water takes a zero-tolerance approach towards bribery and corruption.

We will always seek to act professionally, fairly and with integrity towards all stakeholders, including customers and employees as it is stated in our dedicated anti-bribery and anti-corruption policy. All employees, contractors, suppliers and agents acting on behalf of Blue Water are expected to follow the policy regardless of position and location.

Specifically for our suppliers, they are not only meeting legal and regulatory requirements by aligning with Blue Water's updated [Supplier Code of Conduct](#), but also contributing to a global movement towards ethical and sustainable business. All of Blue Water's more than 12,000 suppliers are asked to read and sign the new edition which is a process expected to be finalised during 2025.

# Management commentary

Blue Water's anti-corruption policies provide clear guidance on avoiding conflicts of interest, maintaining transparency in financial transactions and ensuring compliance with anti-bribery laws. These policies include strict limitations on gifts and hospitality as well as expectations for reporting and handling potential violations. To ensure proper implementation, Blue Water integrates regular employee training, supplier commitments and compliance monitoring into daily operations, reinforcing our broader policy implementation framework.

Enforcement of these policies is carried out through regular internal audits, risk-based due diligence and supplier assessments to ensure compliance across our operations and supply chain. Additionally, the Ethics Line, provides a confidential channel for employees, suppliers and stakeholders to report any violations, ensuring transparency and accountability. By linking these enforcement measures to our structured approach to policy implementation, we ensure that our anti-corruption efforts remain both proactive and effective.

## Data Ethics, Privacy and Security

Blue Water is committed to data ethics, privacy and security, ensuring that all personal and business-critical data is handled responsibly and in compliance with global data protection regulations. Our Global Privacy Policy defines clear principles for how we collect, store, use and retain personal data while balancing legal requirements, business needs and the rights of individuals. We focus on data integrity, confidentiality and availability, ensuring that information is used in a fair, transparent and secure manner.

To mitigate risks and strengthen cybersecurity, Blue Water continuously enhances IT security measures, including access controls, encryption and risk management frameworks. In 2024, we continued to build on our cybersecurity efforts by further developing our Security Operations Centre,

ensuring faster threat detection and response to prevent data breaches. Additionally, we expanded employee training and awareness initiatives, reinforcing a culture where data protection and security are integral to daily operations.

As part of our compliance efforts, Blue Water is aligning its cybersecurity practices with the NIS2 Directive, ensuring a resilient digital infrastructure. This includes mandatory risk assessments, incident reporting protocols, supply chain security measures and governance structures to protect critical systems from cyber threats. In addition, we conduct regular audits of data processors and sub-processors, ensuring that our business partners align with our ethical data standards.

To reinforce policy enforcement, our Ethics Line serves as a reporting channel for any concerns regarding data misuse, providing a confidential and secure way to address potential violations. These efforts are embedded in our broader policy implementation framework, reinforcing our commitment to responsible data governance and ethical business conduct.

## Business model in relation to ESG

We operate an asset-light business model that allows us to quickly scale activities to match changes in market demand or modes of transport: It allows us to choose the best partners for any service based on reliability, available capacity, ESG factors, transit time and price.

## An EU company part of global value chains

We recognise our integral role within the global value chain and the significance of our operations in contributing to a more sustainable world. As a participant in an interconnected global economy, we are influenced by, and contribute to, the ESG standards set forth by the EU.

Our approach to sustainability is partially informed by the EU's ambitious targets and regulations, such as the European Green Deal and the underlying Fit for 55 package, which resonate with our commitment to environmental considerations, social responsibility and robust governance. By aligning with these agreements and engaging in the global ESG discussion, we not only support higher standards within our industry but also embrace our responsibility to foster positive change across all value chains. In this way, we join the collective effort to advance a sustainable and equitable global economy, mindful of the impacts our decisions have from local to global scales.

The CSRD – and initiatives such as the introduction of Carbon Border Adjustment Mechanism (CBAM) and EU Emissions Trading System (EU ETS) – defines the reporting and pricing of carbon emission and foster sustainable innovation. Businesses in the transport and logistics sector must mitigate and adapt to these progressive regulations.

For Blue Water this means, amongst others:

1. increased efforts on data collection
2. capacity building in reporting and controlling
3. training of business development and customer supporting teams
4. training and development of Board of Directors and Audit Committee.

## Organising sustainability

Our sustainability and ESG efforts are coordinated through a cross-functional steering team with members from various parts of the organisation. Established in 2022, the team is responsible for performance monitoring and reporting, cross-business unit coordination and annual double materiality assessments that include wide stakeholder involvement. It also serves as a competence centre for training and development of ESG topics. Operating under the Blue Water's

# Management commentary

Extended Management Board, the team ensures direct reporting and accountability to the highest levels of management. Additionally, topic specific cross-functional teams are charged with executing and implementing key initiatives, ensuring that ESG considerations are a collective responsibility integrated across the company. Oversight is provided by the Board of Directors and the Blue Water Foundation. In conjunction with our structured ESG organisation, we have established a global Sustainability Ambassador Network, serving as vital touch-points for advancing our ESG commitments. These ambassadors, sourced from various regions and departments, are the embodiment of our ESG values, ensuring the principles are resonated at regional and local level. They play a critical role in making our ESG efforts visible and actively supported throughout our global operations, acting as local stewards of our ESG mission as well as fostering dialogue and promoting the adoption of best practices in their respective areas.

In our 2022 Sustainability Report, we committed to elevating ESG practices. Aligning with our values as well as stakeholder expectations we embarked on our journey towards compliance with the CSRD based on the ESRs. A first step on the journey has been to adopt the principle of Double Materiality. This approach recognises that our sustainability efforts are twofold: firstly, they address the significant impact we have on our ESG structures (impact materiality); and secondly, they consider how ESG issues can affect our business performance and strategy (financial materiality).

We have a three-year plan to evolve our Double Materiality Assessment into a foundation for our strategic direction:

- › **2023:** First Double Materiality Assessment with internal stakeholders.
- › **2024:** Qualification of assessment with climate risk and opportunity assessment and additional involvement of external stakeholders.
- › **2024/2025:** Design of programmes to fully address material topics.

## Current Material Topics

### E1: Climate Change

Climate change stands as a pivotal concern to Blue Water. Our operations directly contribute to greenhouse gas emissions, necessitating a strong commitment to carbon footprint reduction and energy-efficient practices. Conversely, climate change poses risks to our operational stability, influencing our strategic planning towards resilience and adaptability.

### E5: Resource use and circular economy

As a global logistics provider, Blue Water plays a crucial role in enabling the circular economy by optimising supply chains for resource efficiency, reuse and recycling. While our own operations generate minimal waste, we recognise the significant opportunity that circular logistics presents - both in driving sustainability and unlocking financial value. Efficient reverse logistics, the movement of refurbished goods and sustainable material flows are key growth areas where we can support industries in their transition to circular business models.

### S1: Own Workforce

Our workforce is our most valuable asset. Ensuring fair and safe labour practices, fostering diversity and inclusion as well as investing in employee development are core to our social responsibility. These practices enhance our organisational culture and drive innovation and operational excellence.

### S2: Workers in Value Chain

Blue Water recognises the importance of fair and responsible practices in our value chains. Ensuring the welfare and rights of workers in our value chains is vital for sustainable operations and contributes to the resilience and ethical standing of our supply chain.

### G1: Corporate Governance

Robust governance practices substantiate our operational integrity. This includes ethical business conduct, risk management, security and control systems and transparent reporting.

## Integration into Strategy and Operations

Recognising these material topics, we are integrating them into our strategic framework. In 2024 and 2025, this includes setting specific goals and design specific programmes, addressing these material topics. As we move forward, our focus will be on continuous improvement in these key areas.

We will regularly review our strategies in line with evolving global standards and stakeholder expectations. Progress against our goals will be transparently reported, ensuring accountability and continuous learning.



# Consolidated income statement for 2024

All numbers in DKK '000

	Note	2024	2023
Revenue	1	9,497,455	8,959,734
Cost of sales		(7,483,714)	(7,026,279)
Other operating income		2,072	13,565
Other external expenses	2	(593,563)	(493,852)
<b>Gross profit/loss</b>		<b>1,422,250</b>	<b>1,453,168</b>
Staff costs	3	(1,294,069)	(1,218,930)
Depreciation, amortisation and impairment losses for tangible and intangible assets	4	(50,447)	(46,470)
<b>Operating profit/loss</b>		<b>77,734</b>	<b>187,768</b>
Income from investments in associates		(8,237)	11,481
Income from other fixed investments		(4,009)	1,579
Other financial income		20,536	13,574
Other financial expenses		(63,128)	(66,921)
<b>Profit/loss before tax</b>		<b>22,896</b>	<b>147,481</b>
<b>Tax on profit/loss for the year</b>	5	<b>(14,419)</b>	<b>(41,200)</b>
<b>Profit/loss for the year</b>	6	<b>8,477</b>	<b>106,281</b>

# Consolidated balance sheet 31.12.2024

All numbers in DKK '000

	Note	2024	2023
Goodwill		25,827	33,630
<b>Intangible assets</b>	7	<b>25,827</b>	<b>33,630</b>
Land and buildings		501,657	428,887
Other plant, fixtures and equipment		75,995	59,280
Leasehold improvements		18,482	13,244
<b>Property, plant and equipment</b>	8	<b>596,134</b>	<b>501,411</b>
Investments in associates		62,238	69,796
Other investments		12,675	17,046
Rent deposit and other receivables		22,343	20,662
<b>Financial non-current assets</b>	9	<b>97,256</b>	<b>107,504</b>
<b>Non-current assets</b>		<b>719,217</b>	<b>642,545</b>
Trade receivables		1,443,778	1,255,289
Contract work in progress		223,086	186,906
Receivables from associated enterprises		35,353	57,221
Deferred tax, asset	12	21,608	0
Other receivables		51,405	97,905
Prepayments	10	76,799	55,651
<b>Receivables</b>		<b>1,852,029</b>	<b>1,652,972</b>
Other securities and equity investments		2,545	1,355
<b>Current investments</b>		<b>2,545</b>	<b>1,355</b>
<b>Cash and cash equivalents</b>		<b>180,267</b>	<b>283,713</b>
<b>Current assets</b>		<b>2,034,841</b>	<b>1,938,040</b>
<b>Assets</b>		<b>2,754,058</b>	<b>2,580,585</b>

# Consolidated balance sheet 31.12.2024

All numbers in DKK '000

	Note	2024	2023
Contributed capital	11	50,000	50,000
Fair value reserve for hedge accounting		(6,944)	45,575
Retained earnings		677,043	611,398
Proposed dividend		0	20,000
Minority shareholders		2,716	3,893
<b>Equity</b>		<b>722,815</b>	<b>730,866</b>
Provisions for deferred tax	12	0	11,758
<b>Provisions</b>		<b>0</b>	<b>11,758</b>
Mortgage debt		297,276	267,955
Lease liabilities		21,757	13,464
Other payables		8,900	7,300
Deposits		9,691	7,648
<b>Non-current liabilities</b>		<b>337,624</b>	<b>296,367</b>

# Consolidated balance sheet 31.12.2024

All numbers in DKK '000

	Note	2024	2023
Current portion of non-current liabilities other than provisions	13	24,082	17,929
Bank debt		574,646	409,017
Trade payables		991,375	935,425
Debt to associated enterprises		0	12,535
Income tax payable		15,305	15,355
Other payables	14	69,955	132,789
Deferred income	15	18,256	18,544
<b>Current liabilities</b>		<b>1,693,619</b>	<b>1,541,594</b>
<b>Liabilities</b>		<b>2,031,243</b>	<b>1,837,961</b>
<b>Equity and liabilities</b>		<b>2,754,058</b>	<b>2,580,585</b>
Fee to statutory auditor	2		
Contingent liabilities	16		
Assets charged and collateral	17		
Subsidiaries	18		



# Consolidated statement of changes in equity for 2024

All numbers in DKK '000

	Contributed capital	Fair value reserve for hedge accounting	Retained earnings	Proposed dividend	Minority shareholders	<b>Total</b>
Equity beginning of year	50,000	45,575	611,398	20,000	3,893	730,866
Proposed profit allocation, see note 6			9,274		(796)	8,477
<b>Transactions with owners</b>						
Dividend paid				(20,000)		(20,000)
Additions/disposals relating to equity by mergers and acquisitions					(381)	(381)
<b>Other legal bindings</b>						
Foreign exchange adjustments			(4,858)			(4,858)
Other adjustments to equity value			61,229			61,229
Other adjustments						
<b>Change fair value reserves</b>						
Value adjustments in the year		(1,248)				(1,248)
Realised in the year		(51,271)				(51,271)
<b>Equity at end of year</b>	<b>50,000</b>	<b>(6,944)</b>	<b>677,043</b>	<b>0</b>	<b>2,716</b>	<b>722,815</b>

# Consolidated cash flow statements for 2024

All numbers in DKK '000

	<b>2024</b>	<b>2023</b>
<b>Cash flow from operating activities</b>		
Profit/loss before tax	22,896	147,481
Income from investments in associates	8,237	(11,481)
Income from other fixed assets investments	3,532	(1,579)
Depreciation, amortization and impairment	50,447	46,470
Corporation tax paid	(62,708)	(58,252)
Change in receivables	(191,292)	12,278
Change in other provisions	0	(44,442)
Change in current liabilities	(4,736)	(119,079)
<b>Net cash generated from operating activities</b>	<b>(173,624)</b>	<b>(28,604)</b>
<b>Cash flow from investing activities</b>		
Purchase of intangible assets	(1,762)	(9,788)
Purchase of property, plant and equipment	(135,605)	(40,193)
Sale/purchase of financial assets	20,515	(10,601)
Dividends received	477	1,082
Equity movements	(6,486)	(5,597)
<b>Net cash generated from investing activities</b>	<b>(122,861)</b>	<b>(65,097)</b>

# Consolidated cash flow statements for 2024

All numbers in DKK '000

	<b>2024</b>	<b>2023</b>
<b>Cash flow from financing activities</b>		
Repayments of loans etc.	(16,364)	(16,365)
New loans	229,403	221,799
Dividends paid in the financial year	(20,000)	(15,450)
<b>Cash flows from financing activities</b>	<b>193,039</b>	<b>190,947</b>
<b>Total cash flow</b>	<b>(103,446)</b>	<b>97,246</b>
Cash and cash equivalents at period open	283,713	186,467
<b>Cash and cash equivalents at period close</b>	<b>180,267</b>	<b>283,713</b>



# Notes to the Consolidated financial statements

All numbers in DKK '000

Note	2024	2023
<b>1 Revenue</b>		
Revenue	9,497,455	8,959,734
	<b>9,497,455</b>	<b>8,959,734</b>
<b>Business area overview</b>		
General Cargo	4,348,812	3,482,807
Oil & Energy	3,545,487	3,432,232
Reefer	1,567,399	2,014,219
Rental of commercial properties	35,757	30,476
	<b>9,497,455</b>	<b>8,959,734</b>
<b>Geographical overview</b>		
EMEA	6,563,073	6,390,867
Americas	1,125,074	739,776
APAC	1,809,308	1,829,091
	<b>9,497,455</b>	<b>8,959,734</b>
<b>2 Fee to statutory auditor</b>		
Statutory audit	2,322	2,687
Tax consultancy	353	1,189
Other services	1,539	3,376
	<b>4,214</b>	<b>7,252</b>

# Notes to the Consolidated financial statements

All numbers in DKK '000

Note	2024	2023
<b>3 Staff costs</b>		
Wages and salaries	1,150,906	1,120,662
Pensions	78,070	59,594
Social security costs	65,093	38,674
	<b>1,294,069</b>	<b>1,218,930</b>
<b>Number of full-time employees</b>	<b>2,399</b>	<b>2,411</b>
<b>Remuneration of Management</b>		
Executive Board	19,307	21,055
Board of Directors	2,625	2,400
	<b>21,932</b>	<b>23,455</b>
<b>4 Depreciation, amortisation and impairment losses for tangible and intangible assets</b>		
Goodwill	9,565	8,886
Leasehold improvements	4,012	3,205
Land and buildings	19,542	18,829
Other plants, tools and equipment	17,328	15,550
	<b>50,447</b>	<b>46,470</b>

# Notes to the Consolidated financial statements

All numbers in DKK '000

Note	2024	2023
<b>5 Tax on profit/loss for the year</b>		
Calculated tax on taxable income of the year	47,999	36,706
Adjustment of tax in previous years	(214)	(420)
Adjustment of deferred tax	(33,366)	4,914
	<b>14,419</b>	<b>41,200</b>
<b>6 Proposed distribution of profit</b>		
Proposed dividend for the year	0	20,000
Retained earnings	9,274	86,043
Minority shareholder profit/loss for the year	(796)	238
	<b>8,477</b>	<b>106,281</b>
<b>7 Intangible assets</b>		<i>Goodwill</i>
Cost beginning of year		50,695
Additions		1,762
<b>Cost end of year</b>		<b>52,457</b>
Amortisation beginning of year		(17,065)
Amortisation for the year		(9,565)
<b>Amortisation end of year</b>		<b>(26,630)</b>
<b>Carrying amount end of year</b>		<b>25,827</b>

# Notes to the Consolidated financial statements

All numbers in DKK '000

Note	<i>Land and buildings</i>	<i>Other fixtures &amp; fittings, tools and equipment</i>	<i>Leasehold improvements</i>
<b>8 Property, plant and equipment</b>			
Cost beginning of year	657,587	182,453	30,348
Exchange adjustments at closing rate	(50)	1,011	(97)
Additions	92,412	45,711	10,922
Disposals	0	(25,446)	(700)
<b>Cost end of year</b>	<b>749,949</b>	<b>203,729</b>	<b>40,473</b>
Depreciation and impairment losses beginning of year	(228,700)	(123,173)	(17,104)
Exchange adjustment	(50)	5,471	(995)
Reversal of depreciation of assets disposed of	0	7,296	120
Depreciation for the year	(19,542)	(17,328)	(4,012)
<b>Depreciation and impairment losses end of year</b>	<b>(248,292)</b>	<b>(127,734)</b>	<b>(21,991)</b>
<b>Carrying amount end of year</b>	<b>501,657</b>	<b>75,995</b>	<b>18,482</b>
Finance lease assets	0	16,308	0



# Notes to the Consolidated financial statements

All numbers in DKK '000

Note	Investments in Associates	Other investments	Rent deposits and other receivables
<b>9 Financial non-current assets</b>			
Cost beginning of year	24,828	27,656	20,662
Exchange adjustments at closing rate	679	0	267
Additions	0	0	7,221
Disposals	0	0	(5,807)
<b>Cost end of year</b>	<b>25,507</b>	<b>27,656</b>	<b>22,343</b>
Revaluation beginning of year	44,968	0	0
Exchange adjustment	0	0	0
Dividend	0	(477)	0
Profit/loss for the year	(8,237)	(4,009)	0
Reversal of disposals	0	0	0
<b>Revaluations end of year</b>	<b>36,731</b>	<b>(4,486)</b>	<b>0</b>
Impairment losses and amortisation of goodwill beginning of year	0	10,610	0
Impairment losses for the year	0	(115)	0
<b>Impairment losses and amortisation of goodwill end of year</b>	<b>0</b>	<b>10,495</b>	<b>0</b>
<b>Carrying amount end of year</b>	<b>62,238</b>	<b>12,675</b>	<b>22,343</b>
<b>Associates</b>	<i>Registered in</i>	<i>Equity interest (%)</i>	
Blue Water BREB GmbH	Cuxhaven, Germany	50.0	
Blue Water Shipping (Guyana) Inc.	Georgetown, Guyana	49.0	
Esbjerg Marine Service K/S	Esbjerg, Denmark	31.7	
Esbjerg Tubular Services ApS	Esbjerg, Denmark	50.0	
Kartoffelpakhuset Esbjerg I/S	Esbjerg, Denmark	50.0	
Komplementarselskabet Esbjerg Marine Service ApS	Esbjerg, Denmark	33.3	
Team Esbjerg Elitehåndbold	Esbjerg, Denmark	25.0	

# Notes to the Consolidated financial statements

All numbers in DKK '000

Note

## 10 Prepayments

Prepayments comprise incurred costs relating to subsequent financial years.

	<b>2024</b>	<b>2023</b>
<b>11 Share Capital</b>		
<b>Allocation of share capital</b>		
Class A - shares, 37,500,000 unit in the denomination of 1 DKK	37,500	37,500
Class B - shares, 12,500,000 unit in the denomination of 1 DKK	12,500	12,500
	<b>50,000</b>	<b>50,000</b>
<b>12 Deferred tax</b>		
<b>Deferred tax</b>		
Intangible assets	(860)	(860)
Property, plant and equipment	(20,014)	(18,488)
Receivables	(2,949)	(590)
Liabilities other than provisions	(643)	261
Tax losses carried forward	46,074	7,919
<b>Deferred tax (+ is asset / () is liability)</b>	<b>21,608</b>	<b>(11,758)</b>
<b>Changes during the year</b>		
Beginning of year	(11,758)	(17,651)
Recognised in the income statement	33,014	4,750
Recognised directly in equity	352	1,143
<b>Provision for Deferred tax end of year (+ is asset / () is liability)</b>	<b>21,608</b>	<b>(11,758)</b>

# Notes to the Consolidated financial statements

All numbers in DKK '000

Note	31/12 2024 total liabilities	Repayment next year	Debt outstanding after 5 years	31/12 2023 total liabilities
<b>13 Long-term liabilities</b>				
Debt to mortgage credit institution	317,977	20,701	209,696	284,220
Lease liabilities	25,138	3,381	6,270	15,128
Other non-current liabilities	8,900	0	8,900	7,300
Deposits	9,691	0	9,691	7,648
	<b>361,706</b>	<b>24,082</b>	<b>234,557</b>	<b>314,296</b>

## 14 Other payables

The Company has entered into interest rate swap contracts at the balance sheet date relating to loans of DKK 170m. Unrealised net losses on these contracts at 31 December 2024 of DKK 8,903t are recognised under longterm liabilities, other payables and taken directly to equity by DKK 6,944t as well as deferred tax by DKK 1,959t. The interest rate swap with an interest rate of 3.95% relating to DKK 100m expires on 29 March 2041, the interest rate swap with an interest rate of 2.05% relating to DKK 40m expires on 29 June 2035, the interest rate swap with an interest rate of 1.47% relating to DKK 30m expires on 28 December 2035.

## 15 Deferred income

Deferred income comprises income received for recognition in subsequent financial years. Deferred income is measured at cost.

	2024	2023
<b>16 Contingent liabilities</b>		
Lease liabilities (operating leases), the payment is due	479,943	630,954
Recourse and non-recourse guarantee commitments	113,232	133,557
	<b>593,175</b>	<b>764,511</b>

# Notes to the Consolidated financial statements

All numbers in DKK '000

Note

## **17 Assets charged and collateral**

Mortgage debt is secured by way of mortgage on properties.

Bank debt is secured by way of a mortgage registered to the owners of nominal DKK 10,950t on properties.

The carrying amount of mortgaged properties is DKK 487,285t.

The Group is liable for mortgage in partnership with DKK 656t.

## **Lawsuits**

The Group is involved in a few lawsuits. These lawsuits will in the opinion of the managements not have material influence on the Group's financial position.

# Notes to the Consolidated financial statements

All numbers in DKK '000

Note	Registered in	Corporate form	Equity interest (%)
<b>18 Subsidiaries</b>			
Blue Water Shipping Kazakhstan LLP	Aktau, Kazakhstan	LLP	100.0
Blue Water Shipping Caspian LTD	Baku, Azerbaijan	Ltd.	99.0
Blue Water Shipping España S.A.	Barcelona, Spain	S.A.	95.0
Blue Ocean Company for Shipping & Marine Services Ltd.	Basrah, Iraq	Ltd.	100.0
Freightway International (2020) Ltd.	Canada	Inc	100.0
Blue Water Shipping Chile SpA	Chile	Spa	100.0
Blue Water International FZCO	Dubai, United Arab Emirates	FZCO	100.0
Blue Water Shipping Middle East L.L.C	Dubai, United Arab Emirates	LLC	100.0
Blue Water Shipping Ireland Limited	Dublin, Ireland	Ltd.	100.0
Blue Water Shipping A/S	Esbjerg, Denmark	A/S	100.0
Blue Water International A/S	Esbjerg, Denmark	A/S	100.0
Blue Water Property A/S	Esbjerg, Denmark	A/S	100.0
Blue Water Middle East A/S	Esbjerg, Denmark	A/S	100.0
Blue Water Stevedoring A/S	Esbjerg, Denmark	A/S	100.0
BWCNH ApS	Esbjerg, Denmark	Aps	100.0
Blue Water Energy Services A/S	Esbjerg, Denmark	A/S	100.0
BW international Guyana, Inc.	Georgetown, Guyana	Inc.	100.0
Blue Water Shipping AB	Göteborg, Sweden	AB	100.0
Blue Water Shipping Germany GmbH	Hamburg, Germany	GmbH	100.0
Blue Water Shipping OY	Helsinki, Finland	OY	100.0
Oy Kuljetus K. Grahn Transport Ab	Helsinki, Finland	Ab	100.0
Blue Water International Ltd	Ho Chi Minh City, Vietnam	Ltd.	100.0
Blue Water Shipping Lojistik A.S.	Istanbul, Turkie	A.S.	60.0
Blue Water Shipping (PNG) Limited	Lae City, Papua New Guinea	Limited	100.0
BWS Portugal, Unipessoal Lda.	Lisboa, Portugal	Lda.	100.0
Blue Water Shipping SARL	Lorient, France	SARL	100.0

# Notes to the Consolidated financial statements

<i>Note</i>	<i>Registered in</i>	<i>Corporate form</i>	<i>Equity interest (%)</i>
<b>18 Subsidiaries</b>			
Blue Water Logistics UK Limited	Manchester, United Kingdom	Limited	100.0
Blue Water Shipping UK Limited	Manchester, United Kingdom	Limited	100.0
Blue Water Shipping Italia S.R.L	Milan, Italy	S.R.L.	100.0
Blue Water Shipping LLC	Moscow, Russia	LLC	100.0
Blue Water Shipping US Inc.	New Jersey, USA	Inc.	100.0
Blue Water Greenland A/S	Nuussuaq, Greenland	A/S	100.0
Blue Water Shipping AS	Olso, Norge	AS	100.0
Blue Water Shipping Suriname N.V.	Paramaribo, Suriname	N.V.	100.0
Blue Water Shipping EHF	Reykjavik, Iceland	EHF	100.0
Blue Water Shipping B.V.	Ridderkerk, Netherlands	B.V.	100.0
Blue Water Shipping do Brasil Ltda.	São Paulo, Brasil	Ltda	99.0
Blue Water Logistics Ltda.	São Paulo, Brasil	Ltda	100.0
Blue Water Shipping China Ltd.	Shanghai, China	Ltd.	100.0
Reefer Distribution Services Limited	Shillington, United Kingdom	Limited	100.0
Blue Water Shipping Singapore PTE. LTD.	Singapore	PTE. LTD.	100.0
Blue Water International Sdn. Bhd.	Subang, Malaysia	Sdn. Bhd.	100.0
Blue Water Transport Pty Limited	Sydney, Australia	Ltd.	100.0
Blue Water Energy Services SP.Z.O.O	Szczecin, Poland	SP.Z.O.O.	100.0
Blue Water Shipping LLC	Tbilisi, Georgia	LLC	100.0
P/F Blue Water Shipping	Tórshavn, Faroe Islands	P/F	100.0
Blue Water Shipping Trinidad & Tobago Ltd	Trinidad & Tobago	Ltd	100.0
Blue Water Shipping Poland SP.Z.O.O.	Warszawa, Poland	SP.Z.O.O.	100.0
Blue Water Logistics South Africa (Pty) Ltd	Western Cape, South Africa	(Pty) Ltd	100.0
Blue Water Shipping Namibia (Pty) Ltd.	Windhoek, Namibia	Ltd.	100.0
Blue Water Logistics A/S	Aarhus, Denmark	A/S	100.0



# Parent income statement for 2024

All numbers in DKK '000

	Note	2024	2023
Other external expenses		(328)	(189)
<b>Gross profit/loss</b>		<b>(328)</b>	<b>(189)</b>
Income from investments in group enterprises		(674)	110,637
Income from investments in associates		0	(5,288)
Income from other fixed assets investments		1	0
Other financial income	1	67,406	38,207
Other financial expenses	2	(56,368)	(37,060)
<b>Profit/loss before tax</b>		<b>10,037</b>	<b>106,307</b>
<b>Tax on profit/loss for the year</b>	3	<b>(2,356)</b>	<b>(264)</b>
<b>Profit/loss for the year</b>	4	<b>7,681</b>	<b>106,043</b>

# Parent balance sheet at 31.12.2024

All numbers in DKK '000

	Note	2024	2023
Investments in group enterprises		620,892	656,120
<b>Financial non-current assets</b>	5	<b>620,892</b>	<b>656,120</b>
<b>Non-current assets</b>		<b>620,892</b>	<b>656,120</b>
Receivables from group enterprise		719,857	457,903
Other receivables		2	9
Corporation tax receivable		5,476	6,200
<b>Receivables</b>		<b>725,335</b>	<b>464,112</b>
<b>Current assets</b>		<b>725,335</b>	<b>464,112</b>
<b>Assets</b>		<b>1,346,227</b>	<b>1,120,232</b>

# Parent balance sheet at 31.12.2024

All numbers in DKK '000

	Note	2024	2023
Contributed capital		50,000	50,000
Reserve for net revaluation under the equity method		327,914	369,836
Retained earnings		342,185	287,137
Proposed dividend		0	20,000
<b>Equity</b>		<b>720,099</b>	<b>726,973</b>
Other provisions		0	0
<b>Provisions</b>	6	<b>0</b>	<b>0</b>
Bank debt		576,057	393,259
Debt to Group companies		50,006	0
Other liabilities		65	0
<b>Current liabilities</b>		<b>626,128</b>	<b>393,259</b>
<b>Liabilities</b>		<b>626,128</b>	<b>393,259</b>
<b>Equity and liabilities</b>		<b>1,346,227</b>	<b>1,120,232</b>
Contingent liabilities	7		
Assets charged and collateral	8		
Related parties with controlling interest	9		
Transactions with related parties	10		

# Parent statement of changes in equity for 2024

All numbers in DKK '000

	Share capital	Reserve for net revaluation to the equity method	Retained earnings	Proposed dividend for the year	Total
Equity beginning of year	50,000	369,836	287,137	20,000	726,973
Proposed profit allocation		(47,367)	55,048		7,681
<b>Transactions with owners</b>					
Dividend paid				(20,000)	(20,000)
<b>Other legal bindings</b>					
Foreign exchange adjustments		6,694			6,694
Other adjustments to equity value		(1,249)			(1,249)
<b>Equity end of year</b>	<b>50,000</b>	<b>327,914</b>	<b>342,185</b>	<b>0</b>	<b>720,099</b>



# Notes to the Parent financial statements

All numbers in DKK '000

Note	2024	2023
<b>1 Other financial income</b>		
Financial income from group enterprises	61,167	35,113
Other interest income	6,239	3,094
	<b>67,406</b>	<b>38,207</b>
<b>2 Other financial expenses</b>		
Financial expenses from group enterprises	14,681	7,650
Other interest expenses	41,687	29,410
	<b>56,368</b>	<b>37,060</b>
<b>3 Tax on profit/loss for the year</b>		
Calculated tax on taxable income of the year	2,356	264
Adjustment of tax in previous years	0	0
Adjustment of deferred tax	0	0
	<b>2,356</b>	<b>264</b>
<b>4 Proposed distribution of profit</b>		
Proposed dividend for the year	0	20,000
Allocation to reserve for net revaluation under the equity method	(674)	97,997
Retained earnings	8,355	(11,954)
	<b>7,681</b>	<b>106,043</b>
<b>5 Financial non-current assets</b>		
		<i>Investments in group enterprises</i>
Cost beginning of year		286,284
Exchange adjustments at closing rate		6,694
<b>Cost end of year</b>		<b>292,978</b>
Revaluation beginning of year		369,836
Dividend		(40,000)
Profit/loss for the year		(674)
Equity movements		(1,248)
<b>Revaluations end of year</b>		<b>327,914</b>
<b>Carrying amount end of year</b>		<b>620,892</b>

# Notes to the Parent financial statements

## 6 Provision for investments in associates

The provisions for investments in associates equal negative equity value in associated company, where the company has a legal obligation to cover liability. It is expected that DKK 0 will fall due within 12 months.

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## 7 Contingent liabilities

The Entity serves as the administration company in a Danish joint taxation arrangement. According to the joint taxation provisions of the Danish Corporation Tax Act, the Entity is therefore liable for income taxes etc. for the jointly taxed entities and also for obligations, if any, relating to the withholding of tax on interest, royalties and dividends for these entities.

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## 8 Assets charged and collateral

The Entity has provided security for bank commitments in group affiliated companies. Bank commitment is DKK 622,777t as of 31.12.2024.

The Entity has provided security for charter agreements in group affiliated companies. Charter commitment is DKK 210,665t as of 31.12.2024.

The Entity has provided security for lease obligations in group affiliated companies. Lease obligation is DKK 9,922t as of 31.12.2024.

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## 9 Related parties with controlling interest

The Company has registered the following shareholders to hold 75% of the voting share capital or the nominal value of the share capital:

Blue Water Fonden, Esbjerg, Denmark.

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## 10 Related parties

### Transactions with related parties

The Parent did not carry out any material transactions that were not concluded on market conditions.

According to section 98c, subsection 7 of the Danish Financial Statements Act information is given only on transactions that were not performed on common market conditions.

# Accounting policies

The Annual Report of Blue Water Holding A/S for 2024 has been presented in accordance with the provisions of the Danish Financial Statements Act for enterprises in reporting class C.

The Annual Report is prepared consistently with the accounting principles applied last year.

## Consolidated financial statements

The Consolidated financial statements comprise the Parent and the Group enterprises (subsidiaries) that are controlled by the Parent. Control is achieved by the Parent, either directly or indirectly, holding more than 50% of the voting rights or in any other way possibly or actually exercising controlling influence. Enterprises in which the Group, directly or indirectly, holds between 20% and 50% of the voting rights and exercises significant, but not controlling influence are regarded as associates.

## Basis of consolidation

The Consolidated financial statements are prepared on the basis of the financial statements of the Parent and its subsidiaries. The Consolidated financial statements are prepared by combining uniform items. On consolidation, intra-group income and expenses, intra-group accounts and dividends as well as profits and losses on transactions between the consolidated enterprises are eliminated. The financial statements used for consolidation have been prepared applying the Group's accounting policies.

Subsidiaries' financial statement items are recognised in full in the Consolidated financial statements. Minority interests' proportionate share of profit or loss is presented as a separate item in Management's proposal for distribution of profit or loss, and their share of subsidiaries' net assets is presented as a separate item in Group equity.

Investments in subsidiaries are offset at the pro rata share of such subsidiaries' net assets at the acquisition date with net assets having been calculated at fair value.

## Business combinations

Newly acquired or newly established enterprises are recognised in the Consolidated financial statements from the time of acquiring or establishing such enterprises. Divested or wound-up enterprises are recognised in the Consolidated income statement up to the time of their divestment or winding-up.

The purchase method is applied at the acquisition of new enterprises, under which identifiable assets and liabilities of these enterprises are measured at fair value at the acquisition date. Provisions for costs of restructuring of the enterprise acquired are only made in so far as such restructuring was decided by the enterprise acquired prior to acquisition. Allowance is made for the tax effect of restatements.

Positive differences in amount (goodwill) between cost of the acquired share and fair value of the assets and liabilities taken over are recognised under intangible assets, and they are amortised systematically over the income statement based on an individual assessment of their useful life. If the useful life cannot be estimated reliably, it is fixed at 10 years. Useful life is reassessed annually. Negative balances (negative goodwill) are recognised as income in the income statement.

Newly acquired or established enterprises within the Group are recognised in the Consolidated financial statements from the date of takeover or establishment. Sold or wound-up enterprises are recognised in the Consolidated income statement up to the time of handover. Comparative figures are not adjusted for newly acquired, sold or wound-up enterprises.

The takeover date is the date on which the Group gains actual control over the acquired enterprise.



# Accounting policies

Acquired enterprises within the Group are recognised in the Consolidated financial statements according to the combination method, the combination being regarded as completed at the date of acquisition and by using the carrying amounts of the assets and liabilities taken over.

Positive and negative differences between the acquisition value and the carrying amounts of taken over and identified assets and liabilities are recognised in equity upon acquisition.

Transaction costs, incurred in connection with acquisition of businesses, are recognised in the income statement in the year when costs are incurred.

## Minority interests

The accounting items of the subsidiaries are recognised in full in the Consolidated financial statements. The minority interests' proportional share of the results and equity of the subsidiaries are stated as separate items in the allocation of profit/loss and equity respectively.

## Income statement

### Net revenue

Revenue from the sale is recognised net of VAT, duties and sales discounts and is measured at fair value of the consideration fixed.

Accounting profit of a forwarding job is booked as income at the time when the transport of the shipment in question starts.

Revenue is recognised at the time when service is delivered.

### Logistics services

Logistics services consist of freight logistics, transportation of goods by road and other forms of transportation. Logistics services are characterised by short delivery time as most

transports are completed within days. Revenue is recognised at the time when the goods is delivered to the customer or to another logistics supplier.

### Stevedore services

Stevedore services consists of loading and unloading, stowage, lashing and securing of cargo on board vessels as well as handling of interim storage of goods in transport. Most stevedore services are completed within a day. Revenue from stevedore services is recognised when the service in question starts.

### Sea services

Sea services consist of services related to sea freight. Sea services are delivered within several days and typically delivered when the goods arrive in the port of arrival.

### Agency services

Agency services consist of facilitating services on behalf of customers from external suppliers. Revenue from agency services is recognised when the facilitated services has been provided and accepted by the customer.

### Revenue from other activities

Other activities primarily consist of rental of commercial properties, servicing cruseliner entering ports and environment and recycling activities. Revenue from other activities is recognised either over time or at a point in time depending on the specific service.

### Other operating income

Other operating income includes items of a secondary nature in relation to the enterprises' principal activities, including profit from sale of intangible and tangible assets, operating loss and conflict compensations as well as salary refunds. Compensations are recognised when the income is estimated to be realisable.

### Cost of sales

Cost of sales comprises goods consumed in the financial year measured at cost.

### Other external expenses

Other external expenses include expenses relating to the Entity's ordinary activities, including expenses for premises, stationery and office supplies, marketing costs, etc. This item also includes writedowns of receivables recognised in current assets.

### Staff costs

Staff costs comprise salaries and wages as well as social security contributions, pension contributions, etc. for entity staff.

### Income from investments in subsidiaries and associates

Income from investments in group enterprises comprises the pro rata share of the individual enterprises' profit/loss after full elimination of intra-group profits or losses.

Income from investments in associates comprises the pro rata share of the individual associates' profit/loss after elimination of internal profits or losses.

### Income from other securities

Income from other fixed asset investments comprises gains in the form of interest, dividends, etc. on fixed asset investments which are not investments in group enterprises or associates.

# Accounting policies

## Financial income and expenses

Other financial income comprises dividends etc. received on other investments, interest income, including interest income on receivables from group enterprises, net capital gains on securities, payables and transactions in foreign currencies, amortisation of financial assets as well as tax relief under the Danish Tax Prepayment Scheme etc.

Other financial expenses comprise interest expenses, including interest expenses on payables to group enterprises, net capital losses on securities, payables and transactions in foreign currencies, amortisation of financial liabilities as well as tax surcharge under the Danish Tax Prepayment Scheme etc.

## Tax

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

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

## Balance sheet

### Intangible fixed assets

Goodwill is the positive difference between cost and value in use of assets and liabilities taken over as part of the acquisition. Goodwill is amortised straight-line over its estimated useful life which is fixed based on the experience gained by Management for each business area.

Useful life is determined based on an assessment of whether the enterprises are strategically acquired enterprises with a strong market position and a long-term earnings profile

and whether the amount of goodwill includes intangible resources of a temporary nature that cannot be separated and recognised as separate assets. If it is not possible to estimate the useful life reliably, it is set at 10 years. Useful lives are reassessed on an annual basis

Goodwill 5-10 years

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

### Tangible fixed assets

Land and buildings, plant and machinery, other fixtures and fittings, tools and equipment as well as leasehold improvements are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated.

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

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

	<i>Useful life</i>	<i>Residual value</i>
Buildings	30-50 years	0 %
Other plant, fixtures and equipment	3-10 years	0 %
Leasehold improvements	5-10 years	0 %

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

Estimated useful lives and residual values are reassessed annually.

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

### Lease contracts

Lease contracts relating to tangible fixed assets for which the Company bears all material risks and benefits attached to the ownership (finance lease, see IFRS 16) are recognised as assets in the Balance Sheet. The assets are at the initial recognition measured at the lower of cost stated at fair value and the and present value of the future lease payments.

The internal interest rate of the lease contract, or alternatively the Company's loan interest, is used as discounting factor when calculating the present value. Finance lease assets are hereafter treated as the Group's and the Company's other similar tangible fixed assets.

The capitalised residual lease liability is recognised in the Balance Sheet as a liability and the interest portion of the lease payment is recognised in the Income Statement over the contract period.

## Financial non-current assets

### Investments in group enterprises

Investments in group enterprises are recognised and measured according to the equity method. This means that investments are measured at the pro rata share of the enterprises' equity plus or minus unamortised positive, or negative, goodwill and minus or plus unrealised intra-group profits or losses.

Investments in group enterprises are written down to the lower of recoverable amount and carrying amount.

### Investments in associates

Investments in associates are recognised and measured according to the equity method. This means that investments are measured at the pro rata share of the associates' equity

# Accounting policies

value plus unamortised goodwill and plus or minus unrealised pro rata intra-group profits and losses.

Associates with negative equity value are measured at DKK 0. Any receivables from these enterprises are written down to net realisable value based on a specific assessment. If the Parent has a legal or constructive obligation to cover the liabilities of the relevant associate, and it is probable that such obligation is imminent, a provision is recognised that is meas-

ured at present value of the costs deemed necessary to incur to settle the obligation.

Upon distribution of profit or loss, net revaluation of investments in associates is transferred to Reserve for net revaluation according to the equity method under equity.

Investments in associates are written down to the lower of recoverable amount and carrying amount.

Investments in associates fall within the definitions of both participating interests and associates, yet in these consolidated financial statements they have been presented as investments in associates because this designation reflects more accurately the Group's involvement in the relevant entities.

## Other investments

Other investments comprise listed securities which are measured at fair value (market price) at the balance sheet date and



# Accounting policies

unlisted equity instruments measured at cost. Unlisted equity instruments are written down to any lower net realisable value. Deposits under fixed assets are measured at amortised cost.

The combination method is applied when acquiring enterprises within the Group, where the combination is regarded as completed at the date of acquisition and by using the carrying amounts of the assets and liabilities acquired.

The difference between the acquisition cost and carrying amounts is recognised directly in equity.

## Impairment of fixed assets

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

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

The recoverable amount is calculated at the higher of the capital value and the sales value less expected costs of a sale. The capital value is determined as the Company's share in the current value of the net cash flows which the subsidiary is expected to generate through its activities and from sale of assets after the end of their useful lives. A discount rate is used which reflects the risk-free market rate and the owners' minimum return on interest requirements for similar assets. The growth rate in the terminal period is determined in accordance with the standards within the industry.

## Receivables

Receivables are measured at amortised cost, usually equalising nominal value less write-downs for bad and doubtful debts.

## Contract work in progress

Work in progress on contract is measured at the sales value of the work performed. The sales value is measured on the basis of the degree of completion on the Balance Sheet date and the total anticipated revenue related to the specific piece of work in progress. The stage of completion is determined based on an assessment of the work performed, usually calculated as the relation between the costs incurred and the total expected costs for the contract in question.

## Accruals, assets

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

## Securities and investments

Other investments comprise listed securities which are measured at fair value (market price) at the balance sheet date and unlisted equity instruments measured at cost. Unlisted equity instruments are written down to any lower net realisable value. Deposits under fixed assets are measured at amortised.

## Other provisions for liabilities

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

## Mortgage debt

At the time of borrowing, mortgage debt to mortgage credit institutions is measured at cost which corresponds to the proceeds received less transaction costs incurred. Mortgage debt is subsequently measured at amortised cost.

This means that the difference between the proceeds at the time of borrowing and the nominal repayable amount of the loan is recognised in the income statement as a financial expense over the term of the loan applying the effective interest method.

## Tax payable and deferred tax

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

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

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

Deferred tax assets, including the tax value of tax loss carry-forwards, are measured at the amount at which the asset is expected to be used within a reasonable number of years, either by setoff against tax on future earnings or by setoff against deferred tax liabilities within the same legal tax entity.

# Accounting policies

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

## Liabilities

Lease commitments relating to assets held under finance leases are recognised in the balance sheet as liabilities other than provisions and, at the time of inception of the lease, measured at the present value of future lease payments. Subsequent to initial recognition, lease commitments are measured at amortised cost. The difference between present value and nominal amount of the lease payments is recognised in the income statement as a financial expense over the term of the leases.

## Operating leases

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

## Other financial liabilities

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

## Deferred income

Deferred income comprises income received for recognition in subsequent financial years. Deferred income is measured at cost.

## Accruals, liabilities

Accruals recognised as liabilities include payments received regarding income in subsequent years.

## Derivative financial instruments

On initial recognition in the balance sheet, derivative financial instruments are measured at cost and subsequently at fair value. Derivative financial instruments are recognised under other receivables or other payables.

Changes in the fair value of derivative financial instruments, classified as and complying with the requirements for hedging the fair value of a recognised asset or a recognised liability, are recorded in the income statement together with changes in the value of the hedged asset or the hedged liability.

Changes in the fair value of derivative financial instruments, classified as and complying with the requirements for hedging future transactions, are recognised directly in equity. When the hedged transactions are realised, the accumulated changes are recognised as part of cost of the relevant financial statement items.

For derivative financial instruments that do not comply with the requirements for being treated as hedging instruments, changes in fair value are recognised currently in the income statement as financial income or financial expenses.

## Foreign currency translation

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Receivables, payables and other monetary items denominated in foreign currencies that have not been settled at the balance sheet date are translated using the exchange rate at the balance sheet date.

Exchange differences that arise between the rate at the transaction date and the rate in effect at the payment date or the rate at the balance sheet date are recognised in the income statement as financial income or financial expenses. Property,

plant and equipment, intangible assets, inventories and other non-monetary assets that have been purchased in foreign currencies are translated using historical rates.

## Cash flow statement

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

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

Cash flows from investing activities comprise payments in connection with acquisition and divestment of enterprises, activities and fixed asset investments as well as purchase, development, improvement and sale, etc. of intangible assets and property, plant and equipment, including acquisition of assets held under finance leases.

Cash flows from financing activities comprise changes in the size or composition of the contributed capital and related costs as well as the raising of loans, inception of finance leases, instalments on interest-bearing debt, purchase of treasury shares and payment of dividend.

Cash and cash equivalents include cash at bank and in hand and short-term securities, for which there is only negligible risk of changes in value, and which are readily negotiable for cash at bank and in hand.

