



ÅRSRAPPORT PRISEN 2023

VELKOMST

Camilla Hesselby, vicedirektør

FSR – danske revisorer

VELKOMST

Moderator Vibeke Daell Bjerrum

TV2

A CLEAR AND CONCISE MESSAGE

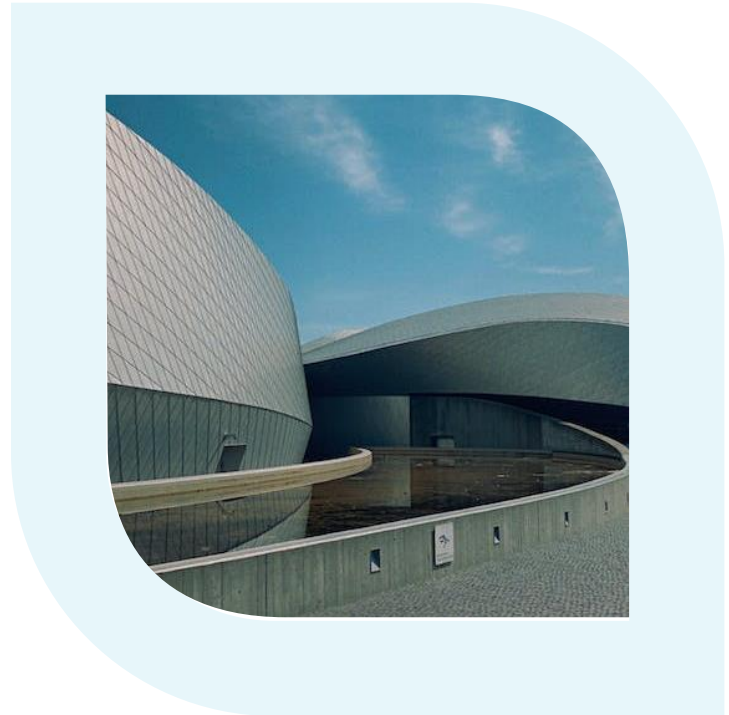
By Dr. Michael Fechner, Mercedes-Benz Group
Member of EFRAG Financial Reporting Board

Current developments and challenges in corporate reporting

A preparer's perspective

Annual Report Award 2023
Copenhagen, 06 September 2023

Michael Fechner, EFRAG FRB member



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Is Financial Reporting Still Relevant?

Full Focus on Sustainability Reporting?

- Strong momentum of sustainability reporting in Europe, United States of America and internationally
- Increased consumer interest in the eco-friendliness of products
- Growing markets for green financial products
- Investors want information about the risks and opportunities derived from “sustainability topics”

But still..

- Financial Information has always been the backbone of efficient capital markets
- It has never neglected sustainability information

Examples of how IFRS incorporate sustainability information

<p>IAS 1</p> <ul style="list-style-type: none"> • Disclosure of assumptions and estimation uncertainties • Going Concern 	<p>IAS 36</p> <ul style="list-style-type: none"> • Climate scenarios are part of the Annual Impairment Test • With corresponding disclosures
<p>IAS 2 Measurement of inventories</p>	<p>IFRS 7 Risks of financial instruments</p>
<p>IAS 12 Estimation of future taxable profits</p>	<p>IFRS 9 Expected credit losses</p>
<p>IAS 16 Residual values and useful lives</p>	<p>IFRS 13 Measurement and disclosure of fair value</p>
<p>IAS 37 Provisions and contingent liabilities</p>	<p>... ...</p>

Subject to Materiality

“Immaterial” Information - Example

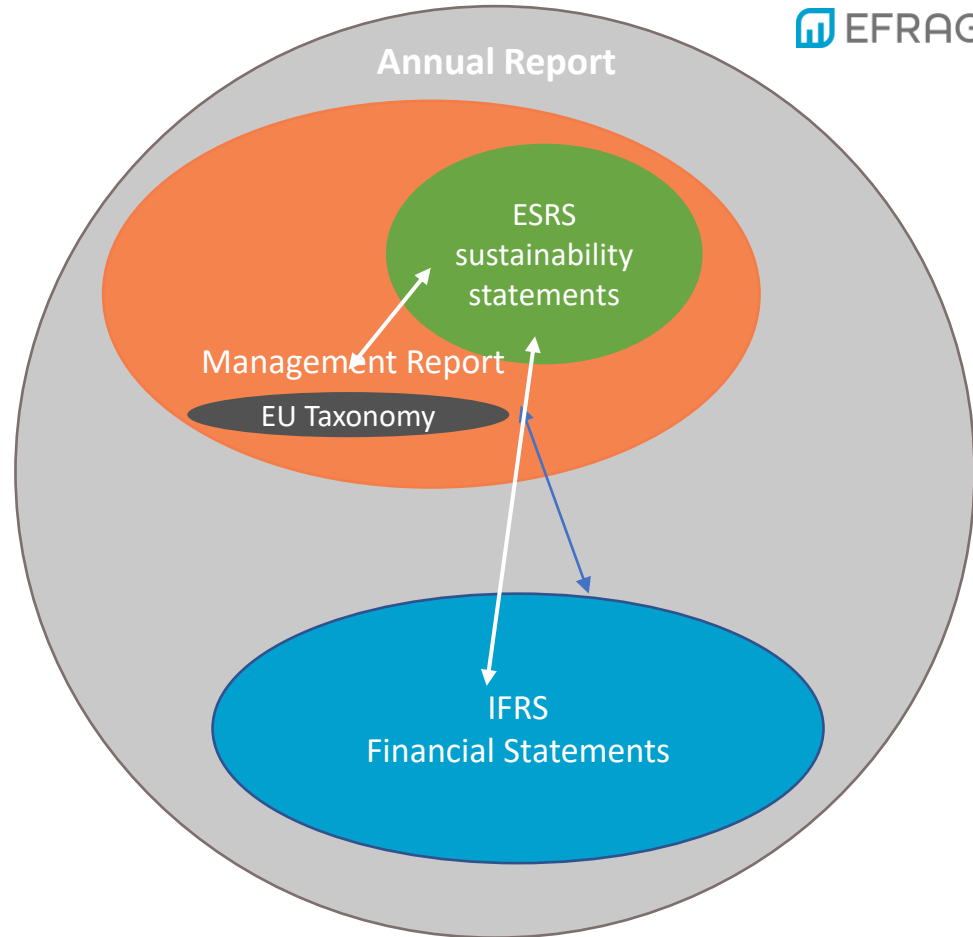
Consideration of sustainability related aspects in connection with the recognition and measurement of assets and liabilities

- Useful lives of intangible assets
- Useful lives of PPE
- Residual Values
- Obligations to dismantle or remove production facilities
- Effects on the Annual Impairment Test
- ...

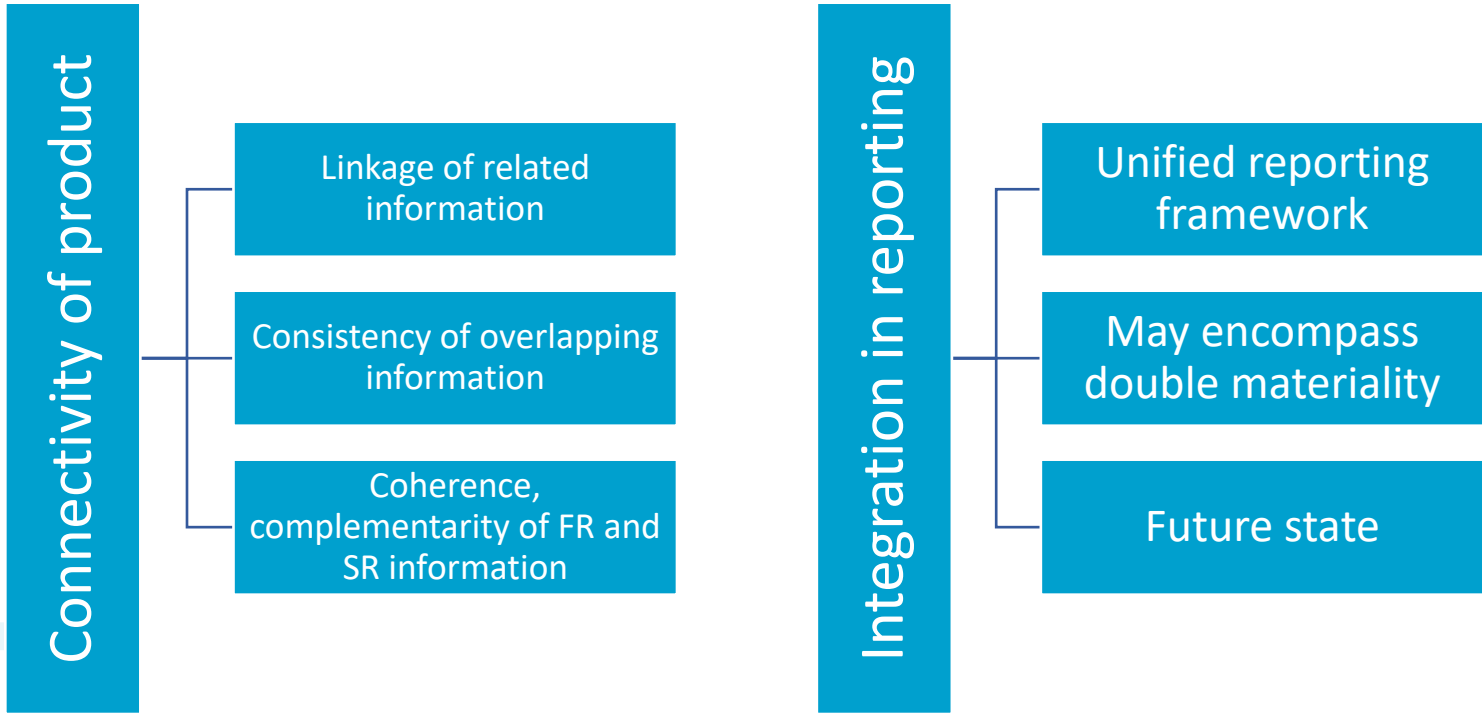


Connecting the dots? EU reporting framework

- Difference in Audience
(Investors as the primary addressee of financial reporting vs. a broad stakeholder approach for ESRS)
- Difference in Scope
Consolidated Companies vs. Value Chain Reporting
- No accrual accounting
Production based emissions vs. sales based revenues
- Time Horizons
Long term strategy disclosures vs. 5-year cap for impairments of non-financial assets



What does it mean? Connectivity vs Integration in reporting



New Developments in Financial Reporting

Climate-related risks in the Financial Statements

- Responds to increased information needs by users of financial statements
- Provides guidance on how to incorporate climate-related information in IFRS statements

Note:

- Boundaries of IFRS-Standards still apply



New Developments in Financial Reporting

Power Purchase Agreements

- New forms of energy procurement expose companies to output-volatility of renewable energies (e.g. solar and wind)
- Potentially necessary sales transactions prevent such contracts from meeting the “own-use-exception” of IFRS 9
- Recognition as a “derivative” financial instrument poses a significant hurdle to companies (which want to transform to renewable energies)



New Developments in Financial Reporting

Primary Financial Statements	Equity Method	Bus. Combinations - Disclosures, Goodwill and Impairment	Subsidiaries without public accountability
Dynamic Risk Management	Financial Instruments with characteristics of equity	Rate-Regulated Activities	Management Commentary
Amendments to IFRS 9 (Classification & Measurement)	IAS 37: Provisions	PIR: IFRS 15	PIR: IFRS 9 - Impairment
Extractive Activities	Guarantee over a Derivative Contract	Merger between a Parent and its subsidiary	...

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<https://www.efrag.org/News/InvitationsToComment>



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Thank you

TENDENSER

Tina Aggerholm

Seniorchefkonsulent

på vegne af dommerkomiteen

Agenda

- Generelle tendenser i årsrapporterne for 2022
- Gode eksempler til inspiration for 2022 årsrapporterne
- Diplomer til 2 selskaber i Small- og Mid Cap-segmentet
- Dommerkomitéens anbefalinger til udvikling af praksis

Trends og observationer

Den overordnede konklusion:

Fortsat høj kvalitet, høj læsbarhed og god, stærk forankret struktur i årsrapporterne

Tydelig forbedret fokus på årets vanskelige forhold

..... Også tæt på balancedagen

Flere gode initiativer ifht beskrivelser af bæredygtighed

Risikobillede og markedsforhold

- Nye/væsentlige områder og effekten heraf klart identificeret og beskrevet
 - Geopolitiske forhold
 - Inflation og hyperinflation
 - Forbrugeradfærd og svingende efterspørgsel
- Konkrete indsatser og tilpasning af aktiviteter
- Klar struktur på tværs af hele årsrapporten
 - Fundamentet for en langt bedre sammenhæng i ledelsesberetningen
- God brug af temasider
- Forbedret brug af supplerende grafik og ikoner

Makroøkonomi - eksempel fra Mærsk



- Klar beskrivelse af makroøkonomiske faktorer og efterspørgslen
- Klar rød tråd

- Historiske trends
- Markedsforstyrrende faktorer

Market insights

The economic outlook shifted during 2022 after a strong start for the new decade, with an easing in inflation, and supply chain, high inflation, inventory build-up and a stabilizing demand. Spending on services remained demand for goods bringing global trade back on an upward track.

Economic activity and global trade showed a strong rebound from the pandemic, a series of new shocks and winter exposure weighed on trade and supply chains. A mix of US and European reports and experts were optimistic from the start. However, reports to reverse their spending on goods and related services, while inflation and higher interest rates added purchasing power. China's property market remained weak and led to a contraction in demand for raw and primary commodities in Europe and the United States, however the demand for energy and airports services. Demand for food transport across manufacturing, supported in the USA and Europe, and new freight utilization remained high throughout the year.

In 2022, economic and trade patterns are expected to be weak. Demand for consumer goods is strong, and the inventory correction is weighing on the main commodity. Inflation is still challenging, with some long-standing trade uncertainties being resolved. The result is an emerging momentum next to which some supply chains are recovering as per political choices.

MAR-2022 marked a shift in the macroeconomic environment
Global economic growth trends are forecasted in 2022 to be a pull, not slowed to 3% in 2022 (World Economic Forum January 2023 estimate), in the rebound from the pandemic. Initially, the year will be strong and followed by a moderate economic expansion, and strong during the year. Consumption and consumer expenditure levels of the inflation rate were above the 100%, with leading indicators pointing towards a recovery in the USA, Japan and EU. In the January-October, real GDP and real GDP are inflation, with the global 4% in 2022. Many factors have been reported related to the global economy, and strong economic activity became evident in the second half of 2022 as most major economies. Global banks in China and Japan were a restrictive, maintaining an accommodative stance to support growth.

Indicator markets and energy accelerated during the pandemic, supported even as consumer demand despite their new headlines, however, spending on goods began to slow during 2022 in the anticipation of spending growth (World Bank, and the

energizing strong demand for goods in consumers in the United States began to take. Although, the inventory correction turned into a rebound in H2 2022. Economies were on a slow recovery, supporting growth in manufacturing and services. Growth in trade activity under flow with consumer activity slowing, and supply chain bottlenecks easing during 2022. However, central bank accommodative monetary resulting in a sharp trade activity (Figure 1).

Logistics markets begin to normalize
Demand for logistic services rebounded the macroeconomic environment during 2022. Global container sea freight volumes declined by 4.3% in 2022, and by the third quarter they were below 2020 levels. Sea freight volumes CTD reported by IHS Markit, January to November compared to 2021 (Figure 2), and were also below the levels seen over the same period of 2020. According to Drewry, port throughput volumes declined by 3.5% in 2022, weaker than the 7% in 2021. By contrast, capacity rates for inland and logistics warehousing remained near two-year averages (3.2% in 2022).

Shippers and trade

- Global container market sentiment
- Global air freight market sentiment
- Manufacturing sector sentiment

Global container shipping growth in 2022 Q4

Figure 1
Global container shipping growth in 2022 Q4

- Very strong
- Strong
- Moderate
- Weak
- Very weak
- Not forecasted

Figure 2
Freight rates development in 2022 (index, 2020 = 100)

Figure 3
Global container shipping growth in 2022 Q4

Demand for logistic services rebounded during the year in the USA as backbone from the construction boom and demand. Higher levels of inventory resulted in increased demand for warehousing and storage space, keeping rates supported. In Europe, West Coast, Asia, and North America, higher levels of inventory resulted in increased demand for warehousing and storage space, keeping rates supported. In Europe, West Coast, Asia, and North America, higher levels of inventory resulted in increased demand for warehousing and storage space, keeping rates supported. In Europe, West Coast, Asia, and North America, higher levels of inventory resulted in increased demand for warehousing and storage space, keeping rates supported.

A stabilized market landscape
Despite the easing of COVID-19 related restrictions, the logistics industry will still encounter the wide-ranging change, and adjustment to the business landscape. Fundamental changes in the logistics industry are focusing more on technology and the ability to find better, increasing capabilities to move to supply chain. Integration, generalist or specialist.

Changing with world trade, building on our heritage

Today's trade is global. Our customers have their headquarters in one part of the world, they source their products in another, and they sell their brands in all markets.

Even when ALD Müller - Mærsk was established nearly 100 years ago, shipping was a backbone for international trade. We have changed with the world during those many years, adapting not only to customer requests, but also to the changes in technology.

The container was a low-tech innovation in the 1950s, it was the backbone in the 1970s. First electronic data processing followed, into high-tech information technology, becoming an important for world trade as the ships, the container cranes, the trucks and the warehouses.

Revolutions in shipping are rare, and they take a long time. On our journey, we have moved from steam to diesel, and now we are exploring new fuels to make our customers' supply chains more sustainable. The environment of the early years is still part of us, and indeed, it is essential to adapt to the changes in global trade.

[Read more](#)

Next: Disrupt your legacy. A Polyrisk framework (Møller)

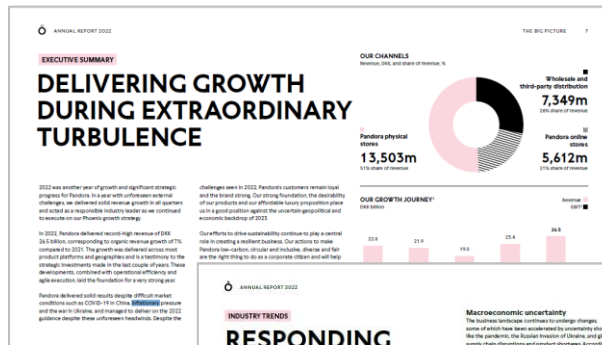
and economic headlines, the now established capabilities in our industry and business (Figure 4) - innovation, how global growth is expected to look (2022, 2023), growth 10% with major growth and Africa and Asia with the introduction of growth during the period, however, when the market is robust. There is a lot of activity, although the market is not yet fully open. The market is not yet fully open. The market is not yet fully open. The market is not yet fully open.

Figure 4
Global container shipping growth in 2022 Q4

Makroøkonomi - eksempel fra Pandora



- God beskrivelse af ændringer i makroøkonomien og reaktioner efter covid-19



Inflation – Hyperinflation - eksempler



BREILLANT OPERATING BASICS
Managing rising inflation

7.2 Hyperinflation in Turkey

Effective January 2022, the Group has implemented a new hedging strategy to manage its exposure to the Turkish Lira (TL) in 2022. This was partly due to the fact that the Turkish Lira has experienced a sharp decline in value since October 2018 (1 TL = 16.7 TRY).

Operating profit before other items, net of foreign exchange gains/losses, increased by 24% in 2022, as the effective hedging strategy reduced the impact of foreign exchange gains and losses on operating profit and contributed to a 10% increase in operating profit before other items, net of foreign exchange gains/losses.

The hedging strategy also resulted in a 10% increase in operating profit before other items, net of foreign exchange gains/losses, compared to 2021. This was due to the fact that the Group has implemented a new hedging strategy to manage its exposure to the Turkish Lira in 2022.

Impact on the consolidated Financial Statements

The impact of the new hedging strategy on the consolidated financial statements is as follows:

	2022	2021	2020	2019	2018
Operating profit before other items, net of foreign exchange gains/losses	1,474	1,187	1,000	900	800
Operating profit before other items, net of foreign exchange gains/losses, excluding the impact of the new hedging strategy	1,374	1,187	1,000	900	800
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ISS

- Temaside om håndtering den stigende inflation
- Klar sammenhæng til beskrivelse af hyperinflation i Tyrkiet i noterne

Carlsberg

- Beskrivelse af håndtering af inflation og program herfor beskriver
- Afledt effekt af covid-19

MANAGING INFLATION
The Group faced significant inflation in its cost base in 2022. Despite benefiting from the hedge model in 2021, cost of sales/its increased significantly by 12% due to higher commodity prices and energy costs.

By having this information available in real time, our local operators are able to develop an appropriate basket of mitigating actions while ensuring the right balance of the "Golden Triangle" (see text, bottom right). In an environment of high inflation, our ambition will change to be offset higher cost of sales through higher revenue per HL in order to safeguard the absolute gross profit per HL.

WINDFORCE 12
The transparency and mitigating actions allow our people to respond with agility and a flexible mindset, adapting to change in the environment on an ongoing basis.

The WINDFORCE 12 programme will continue to be deployed in 2023.

OUR GOLDEN TRIANGLE
In tackling our Golden Triangle, we continuously seek to restore the balance between market share/volume, gross profit after logistics (GPA), margin, operating profit and cash generation. We restore the balance of the Golden Triangle at market, regional and Group level on a monthly basis.



Volatile markeder - eksempel fra Arla



- Beskrivelse af volatile markeder
- Mange detaljer pr. marked
- Adresserer også gård- og produktionsomkostninger

FAST NAVIGERING Gennem INFLATIONEN FOR AT SIKRE EN KONKURRENCEDYGTIG MÆLKEPRIS

Ved opløst midlertidigt er ved at blive et tilbagevendende tema for mange virksomheder. I 2022 er inflationen steget markant, og mange virksomheder oplever, at deres omkostninger stiger markant. Dette kan have en negativ indvirkning på deres konkurrenceevne og deres bundlinje. Derfor er det vigtigt for virksomheder at finde måder at navigere gennem inflationen på, så de kan sikre en konkurrencefyldig mælkepris.

En af de vigtigste måder at navigere gennem inflationen på er at fokusere på at reducere omkostningerne. Dette kan gøres ved at optimere produktionen, reducere energiforbruget og investere i energieffektive teknologier. Desuden kan virksomheder også overveje at indgå længerevarende kontrakter med leverandører, så de kan sikre sig faste priser i et periodevis marked.

Endelig er det vigtigt for virksomheder at kommunikere deres situation til kunderne og søge efter nye måder at tilpasse priserne på. Dette kan være en nødvendighed for at sikre, at virksomhederne kan dække deres omkostninger og samtidig sikre, at kunderne får en konkurrencefyldig mælkepris.

PEDER TEBSTØR
Direktør for økonomi

AGIL NAVIGERING I ET VOLATILT MARKED

TORBERN DAHL RYHOLM
CEO for Arla

55,1 ARBEJDSSTEDER PER CENTUR
13,8 DRAGTIMING MILLIONER EUR
-3,2% SVU UDVIKLET I OMSÆTNINGSKURSET FOR STRUKTURELLE MARKEDER

4%P RESULTAT PÅ SCORE 1- OG 2- ENDSIDEN I 2022
2%P RESULTAT PÅ SCORE 1- ENDSIDEN I 2022

AGIL REAKTION PÅ GLOBALE UDFORDRINGER

2021 2022 2024

2026 2030

105-107 **70-100 mEUR** **600-800 mEUR**

-43% **-30%**

1-4% **1-4%**

1-4% **1-4%**

Volatile markeder - eksempler



ØKSTERT MARKEDSOVERBLIK

SOM EN GLOBAL VOKSERSKEDER ER ALLA I FØRNET AF VOLATILITETEN I DE ET EKSTREME MÅNED. DET HAR BLEVET MÅKENDT PÅ HVORDAN EKSTREME RÆKTER HAR FORÆT DET ANSER, SOM I OVERSER PÅ.

Flere brend og kollektiv forværende råffoliamerger. Øksterne er eng- og indbringerer samt økonomi i løbet af efterhængerne. Hænderne på 2022, 2021 og 2020. Den samlede markeds værdi er 1,1 billioner kroner, hvilket er 10 pct. højere end i 2021.

Betydelig stigning i gærd- og produktionsomkostninger. Produktionsomkostningerne for mælk producerer - til frosne, gærdet, brændstoffer og energi - steg til et rekordhøjt niveau i 2022. Inklusiv dette samlede omkostninger er steget med 10 pct. siden sidste år. Dette har været på grund af stigninger i energi og transport til råvarer og produkter. Udvalgte omkostninger er steget med 10 pct. siden sidste år. Dette har været på grund af stigninger i energi og transport til råvarer og produkter.

Udenlandske investeringer i nye virksomheder og et stigende udvalgte omkostninger. I løbet af 2022 har vi investeret i nye virksomheder og et stigende udvalgte omkostninger. Dette har været på grund af stigninger i energi og transport til råvarer og produkter.

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Market volatility calls for swift action

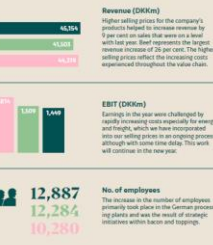
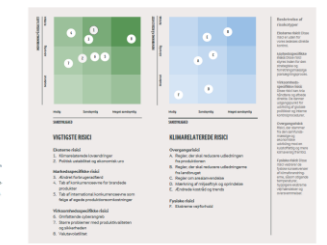
Danish Crown

In 2021/22, we were able to constantly adapt and achieve a stable security of supply in another year of extremely volatile market conditions with continuing COVID-19 lockdowns in the global market, outbreaks of African swine fever, war in Ukraine and the resulting energy crisis as well as strong inflation.

The business unit Danish Crown and Danish Crown Beef process the raw materials of our cooperative partners into food sold in domestic and international markets, supported by the trading company ES-FOOD. In total, they account for 70 per cent of the group's revenue.

ARLAS RISIKOVISNING

ARLA ER DEN ENKLEST VEJ TIL AT SE SVARENE PÅ, HVORFOR VOKSENDE VOKS ER EN UDFORDRING FOR OS. HVIS VOKSEN I ÅR VIL VÆRE 1,1%, VIL VOKSEN I ÅR VÆRE 1,1%. HVIS VOKSEN I ÅR VIL VÆRE 1,1%, VIL VOKSEN I ÅR VÆRE 1,1%. HVIS VOKSEN I ÅR VIL VÆRE 1,1%, VIL VOKSEN I ÅR VÆRE 1,1%.

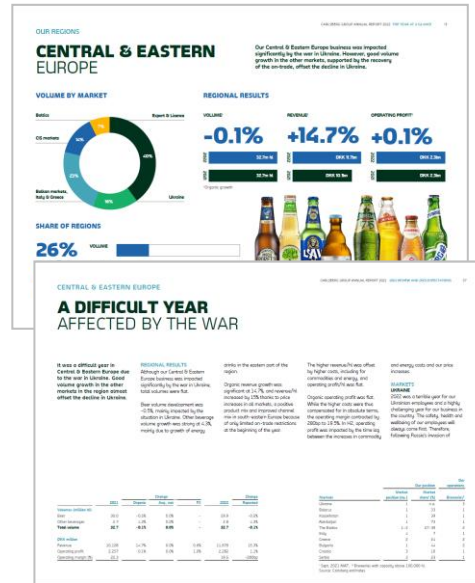


No. of employees: The increase in the number of employees primarily took place in the German processing plants as the result of strategic initiatives within bacon and hamp.

Geopolitiske forhold - eksempel fra Carlsberg



- Klar rød tråd og beskrivelse af et svært år
- Påvirket af krigen i Ukraine og forsøg på at sælge de Russiske aktiviteter
- Covid-19 effekt på Asien regionen



RISK MANAGEMENT

MANAGING BUSINESS RISKS

DIVESTMENT OF RUSSIAN BUSINESS Risk movement New.

Description

In March 2022, following Russia's invasion of Ukraine, the Group announced its decision to seek a full divestment of the Russian business.

As the Russian operations are an integrated part of the Group, the separation process is complex. Successful completion of the process of separating the business could be influenced by the political situation in Russia, as governmental approval is required and that could potentially prolong the process.

NAVIGATING 2022

MANAGING A TURBULENT YEAR

2022 was a year of immense challenges as a result of the war in Ukraine, rising commodity prices and energy costs, and COVID-19, particularly in Asia.

humanitarian situation and the enormous business challenges.

From the outbreak of the war, our first priority has been the safety, health and wellbeing of our more than 1,300 local colleagues.

In this environment, the Group aimed to seek the right balance between mitigating the short-term challenges and investing in the long-term opportunities behind our SAIL27 priorities to deliver on our ambitions for top- and bottom-line growth.

Early on, we established emergency shelters to accommodate those of our employees and their families who had to leave their homes. We actively used our facilities and skills in Ukraine and neighbouring countries to provide humanitarian support to both our employees and other Ukrainian people, including providing shelter, transport, food and fresh water.

SAFEGUARDING OUR UKRAINIAN BUSINESS

We stand alongside the Ukrainian people and condemn the Russian invasion of Ukraine in the strongest possible terms.

In early March, the Group, together with the Carlsberg foundations, made a EUR 10m donation to support humanitarian efforts in Ukraine.

OUTBREAK OF WAR

The war in Ukraine has deeply affected us all. We have been humbled by the strength and resilience of our Ukrainian colleagues, who have been navigating the continuous difficult

BUSINESS CONTINUITY

To secure the safety of our people in Ukraine, we suspended production at our three breweries and stopped

Geopolitiske forhold - eksempel fra Flügger



- **Betydeligt virksomhedsopkøb af Eskaro i foråret 2021 – med aktiviteter i Rusland, Belarus, Ukraine, Finland og Baltikum**
- **Udskillelse af aktiviteter i Rusland og Belarus som ophørende aktiviteter**
- **Ærlig og letforståelig håndtering og forklaring**
- **Indvirkning på strategisk fokusområder og målsætning**

Kære aktionærer

Uforudsigeligt år præget af stigende råvarepriser og krig i Ukraine

Vi ser tilbage på et historisk år, der startede med COVID-19 og sluttede med krig i Ukraine. For Flügger har det betydet en normalisering af efterprognen fra forbrugere efter en rekordår under COVID-19, en ny forretningsituation i segment 2 samt fortsat stigende pres på råvarer, energi og transport. Tallet var en stærk indtast fra vores medarbejdere her i trods udfordringer som væk fra hvidene og god og god kvalitet i Polen, på eksportmarkedene, samt blandt de professionelle kunder i Norden. Det betyder at vi ikke over så høje forventninger to mindre opløb, startet en ny virksomhed samt drevet omkostninger til nye højder, hvilket er beskrevet nærmere på side 8 og 9.

I forhold til sidste års resultat er det samlede resultat 2021/22 ikke tilfredsstillende. Årets indtjening var første omgang sænkning blandt resten af de grønne selskaber på skat. Det bredte sig kort efter til egede omkostninger til transport og energi. Dette er generelt et resultat, der forventes at fortsætte noget tid endnu. Segment 1 (Flügger Hovedkvarter) blev påvirket af omkostningsstigningerne, da det kun i nogen grad kan videreføres til kunderne på grund af det historisk store omfang. Dette har et stort kundetilbud fra forbrugere til professionelle iagt tagt på marginerne med reduceret resultat til følge. Segment 2 og 3, der hævder sig til DIY og byggebranchen, blev påvirket af sænkede kontrakter og omkostningsstigningerne kan dermed ikke videreføres med det samme. Måske rent var i selvagt segment 3, hvor vi grundet krig i Ukraine har taget en stor aktivitet om nedrivning samt investere og på at grundlovlige for segmentet er ændret.

Med de mange ekstrordinære ekstra udfordringer i marts er Flügger kommet godt gennem året og står stadig solidt til den nærtliggende udvikling.

Ruslands invasion af Ukraine

I Flügger er vi stærkt bevægede over og påvirket af krig i Ukraine og de tragiske konsekvenser, den har for vores kolleger i landet såvel som for resten af de beboere i regionen. Vores tanker går til de berørte og påvirkede. Flügger købte i 2022 selvsagt Eskaro Group AB, som bl.a. har produktion i Odessa, Ukraine og sagsskiftet på tværs af landet. Aktiviteten er sælvsagt stærkt påvirket af situationen og er væsentligt reduceret. Flügger

Den grønne agenda

Den grønne agenda er høj prioritet i Flügger. Med vores strategi Going Green fra 2020 har vi indledt en transformation af Flügger, hvor vi hver dag arbejder på at blive endnu mere bæredygtige inden for produktion, emballage og marketing. I 2021/22 udgjorde gruppen så med i segment 1 og 2, at have haft 70 % af de solgte våde vækermiljøer i Danmark samt en øget andelen af mesterarbejde med gennemsnitligt på 11,5%. Der

Vores forretning

Flügger er en international koncern, med hovedkontor i Danmark, der udvikler, producerer, markedsfører og sælger et bredt sortiment inden for bygningsskema, træbeskyttelse, spartel, lægel og fløveler. Vores medarbejdere er den professionelle makel og den private forbruger. Vi er det som vores vigtigste opgave at udvikle og levere produkter og løsninger der gør vores kunder til det at levere resultater af høj kvalitet så effektivt som muligt.

Vi designe og forstærke produkter fra en central udviklingsafdeling, producerer på egne fabrikker og bruger producenter hele verden ud til butikkerne, hvor vores medarbejdere vejleder og hjælper kunderne. Vi er et optimalt resultat. Vores samlede værdikæde er sædvanlig europæisk kontakt, hvor de fleste kontaktpunkter fokuserer på enten salg eller produktion. I Nord og i vores forretningsområder kigger vi til fastholde en høj kvalitet, imødekomme kundernes behov og være om Flügger brandet, som har resulteret i et salg på 17,6%.

R&D

Produktion

Salgskanaler

Egne butikker

Franchise butikker

Byggebranchekunder

Handelskæder

Kunder

Indl. B2C

Omsetning

2.322 Mio.DKK

Hil. Måned, Genet af Færdene
Flügger årssrapport 2021/22

Ansatte

2.057

Årsmåned, 30.06.2022

Butikker

243

Årsmåned, 30.06.2022

Flügger er et salgsselskab og handelsvirksomhed

Geopolitiske forhold - eksempel Flügger



Eskaro fortsættende aktivitet Ukraine, Estland, Letland og Finland

Købet af Eskaro blev godkendt af koncernens myndigheder i maj 2021, og Eskaro blev således et vært i de Flügger-lister af år for krigen i Ukraine brød ud i Republikken 2022. Vi var således specielt påvirket af denne udvikling som følge af de strukturelle risikopræferencer.

Ved udbruddet af krigen mellem Rusland og Ukraine den 24. februar 2022 søgte Flügger om at producere og sælge i land, fokus var på at sikre vores medarbejdere bedst muligt og træffe alle vores aktiver. Overførelse af salg og produktion på land startede igen i Ukraine, hvilket holder en fast stab af medarbejdere i landet. Estland og Finland påvirkede negativt af manglen på eksport af varer til Rusland, Belarus og Ukraine.

Den krigen brød ud, har Flügger løbende vurderet forskellige scenarier. I starten var vurderingen, at den hurtige udløsning var en afklaring. Den 8. april var krigen så fremfærdig og omfangsrig, at det blev vurderet som mest sandsynligt, at krigen vil trække ud i mere end et år, hvilket medførte en betydelig nedskrivning. Det er fundet, at taberne i Oostea ikke påvirkes. Hvis forklarer i Oostea udsættelse, eller hvis krigen udvikler sig til mere Ukraine, er der risiko for yderligere nedskrivninger.

Eskaro ophørende aktivitet Rusland og Belarus

Vi er chokerede over krigen i Ukraine og de forfærdelige konsekvenser, der har ramt befolkningen. Vi tager klart afstand fra Ruslands invasion af Ukraine, der på alle måder er en menneskelig katastrofe.

Den 8. april 2022 besluttede Flügger at aftrække mulighederne for et fremskudt salg af Rusland og Belarus, hvilket sikrer os en grundlæggende sikkerhed. Flügger fremtogte beslutningen i Rusland og Belarus. Vi har valgt at fortsætte omfattet af sanktionerne i Rusland og Belarus, da de afstemmer i risiko for at blive nationaliseret. Den lokale ledelse sikrer endvidere færdiggørelse af aktiviteterne lukkes ned.

Som konsekvens af ovenstående beslutning er de pågående salgsaktiviteter klassificeret som en ophørende aktivitet. Værdierne

i salgsplanerne skal måles til dagsværdi fratrukket salgsmuligheder. Selskabernes omstilling og omstruktureringer ikke i koncernens resultatopgørelse, men er klassificeret som ophørende aktivitet. Aktivitet og fremskudt salg af Rusland og Belarus er rapporteret i et separat tælle. For udvinding af resultatopgørelse og balance henvises til note 12.

Den 13. april 2022 blev melding og fremskudt salg af produktion af mangelfuld af omstillingen mod Rusland, mens Belarus på nuværende tidspunkt ikke er omfattet. Sanktionerne har gjort det vanskeligt og dyrt at sælge varer til produktionen i Rusland og Belarus, men noter nu er det sikres den lokale ledelse at sikre de fleste varer frem til august måned. Salg og omstilling har været positivt påvirket i marts og april, eftersom importværdi var ikke længere sælges på markedsniveau.

Status pr. 30. april 2022	Rusland	Belarus
Omstilling	140 mio. DKK	32 mio. DKK
Nedskrivninger	46 mio. DKK	12 mio. DKK
Langfristede aktiver og arbejdspladser efter nedskrivninger	66 mio. DKK	22 mio. DKK
Ansættelse	349	102
Produktion	Normal	Normal
Risikover	Omfattet af sanktioner	Normal
Salg	Normal	Normal

Flügger årsrapport 2021/22

Risikoforhold

Flügger er eksponeret for en række forskellige risici, der varierer efter kundesegment, marked og produktområde. Bestyrelse og direktion forholder sig løbende til koncernens samlede risikoprofil og væsentlige enkeltstående risici.

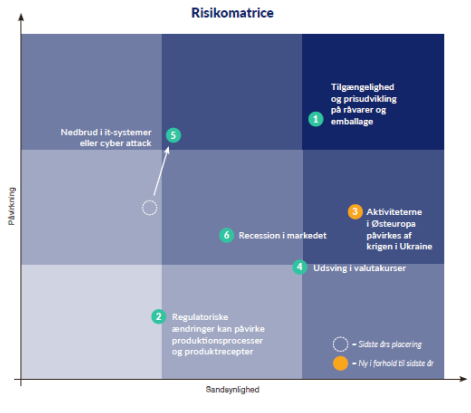
Formålet med koncernens risikostyring er dels at identificere og vurdere relevante risici og dels at reducere, minimere eller kontrollere påvirkningen fra disse risici. Bestyrelsen har ansvar for koncernens risikoprofil og vurderer løbende koncernens overordnede risikoprofil i samarbejde med direktionen. Direktionen er ansvarlig for at identificere, vurdere og kvantificere risikoudviklingen og håndtere dag-ti-dag risici.

Risikostyring og rapportering

Flüggeres risikostyringsmodel er opdelt efter produktion, salg og tværgående koncernfunktioner. Dette sikrer, at alle funktioner i organisationen er opmærksomme på, at relevante risici identificeres og håndteres løbende.

Flüggeres risikomatrix

Flüggeres risici er sat ind i risikomatrixen afhængigt af sandsynligheden for, at de indtræffer samt påvirkning på de økonomiske resultater, hvis de indtræffer. Risikomatrixen er ændret i forhold til 2020/21 som følge af krigen i Ukraine. Risiko nr. 3 'Aktiviteterne i Oostea påvirkes af krigen i Ukraine' er blevet som risiko. Siste års risiko om 'Ændring i kunders forbrugsmønstre' er taget ud af risikopræferingen, da Flügger nu har fået etableret og succesfuldt på flere digitale platforme og dermed står langt bedre rustet i forhold til nye forbrugsmønstre.



RISIKO	BESKRIVELSE	PÅVIRKNING	HANDLING
3	Aktiviteterne i Oostea påvirkes af krigen i Ukraine	Krig og sanktioner har i foråret 2022 væsentligt påvirket vores aktivitet i Oostea. Eksport og medtransport af krigen i Ukraine vil have betydelig påvirkning af mulighederne for at drive virksomhed i disse lande.	Der er i foråret 2022 foretaget betydelige nedskrivninger på aktivterne i segment 3 som følge af krigen. Ved eskalation er der risiko for, at størstedelen af aktivterne i segment 3 tabes. Dele af nedskrivningerne kan omvendt tilbageføres, hvis der opstår varig fred indenfor det kommende år.
			Aktiviteterne i Ukraine er stærkt neddroppet. Såfremt det skønnes sikkerhedsudsigter forsvaret, bemandede fabrik og salg med en kerne af medarbejdere, der vil kunne drive aktiviteterne videre efter krigen. Der arbejdes på at afhænde aktiviteterne i Rusland og Belarus.

Geopolitiske forhold - eksempel Flügger



Note 19. Køb af virksomhed	30.04.2021	30.04.2022
Kontant købspris/overtagne nettoaktiver fordelt således (Eskaro):		
Kunderelationer og kontrakter	-	3.751
Andre immaterielle aktiver	-	25.780
Materielle aktiver	-	124.131
Varebeholdninger	-	60.524
Tilgodehavender	-	109.454
Likvide beholdninger	-	3.577
Anden lang gæld	-	-34.555
Anden kort gæld	-	-214.167
Leverandører	-	-117.141
Nettoaktiver i alt		-38.507
Goodwill	-	71.434
Købvederlag	-	32.557
Minoritetsandel	-	11.660
Købspris	-	44.227
Heraf overtagne likvider	-	3.577
Pengestramme fra købet af Eskaro Group AB	-	44.227
Andre køb:		
Malgot ApS	-	31.080
Flügger Lithuania UAB	-	16.379
Pengestramme fra køb i alt	-	91.703
Fordst på alle erhvervsværdier i året blev medtaget pr. 1. maj til effekten på indregnet omsætnings og driftsresultat estimeres som følger:		
Nettomsætning	2.161.640	2.134.496
Tilbage virksomheders omsætning	-	385.208
Pro forma nettomsætning	2.161.640	2.519.703
Årets resultat	179.981	126.293
Tilbage virksomheders resultat	-	-133.446
Pro forma resultat	179.981	-6.153
Kunderelationer og kontrakter samt andre immaterielle aktiver amorteres over en forventet levetid på op til 25 år.		
Der er i regnskabsåret 2020/21 ikke gennemført køb af virksomhed.		

Flügger årsrapport 2021/22 – 1.000 DKK

45

Note 12. Ophørende aktiviteter	2020/21*	2021/22
Omsætning	-	198.155
Omkostninger	-	-250.446
Resultat før skat	-	-52.291
Skat af resultat	-	1.056
Resultat efter skat	-	-51.235
Årets resultat af ophørende aktiviteter		-51.235
Aktionær: Flügger group A/S andel er 45,467 pct.		
Helt årets resultat fra ophørende aktiviteter -51.235 kr. kan herfores til selskabene Stovyr OOO, Eskaro Chemical OOO og Concor LLC.		
Resultat pr. akte ophørende aktiviteter		
Resultat pr. akte a 20 DKK	-	-15,45
Udvaldet resultat pr. akte a 20 DKK	-	-15,45
Pengestrom fra driftsaktivitet	-	-6.538
Pengestrom til investeringsaktivitet	-	-12.047
Pengestrom fra finansieringsaktivitet	-	22.952
Pengestrom i alt fra ophørende aktiviteter		4.367
Aktiver bestemt for salg		
Immaterielle aktiver	-	201
Materielle aktiver	-	48.049
Andre langfristede aktiver	-	791
Varebeholdninger	-	40.892
Tilgodehavender	-	34.510
Likvide beholdninger	-	6.254
Aktiver bestemt for salg		130.707
Bankgæld	-	5.988
Udskudte skatteforpligtelser	-	612
Selskabskat	-	-
Øvrige forpligtelser	-	45.100
Forpligtelser vedrørende aktiver bestemt for salg		51.702
Nettskrivning		
Goodwill	-	38.481
Licenser	-	9.575
Receivable	-	10.241
I alt		58.297
*Der er ingen sammenligningstal da aktiver til salg er købt i indværende regnskabsår.		

Flügger årsrapport 2021/22 – 1.000 DKK

57

Aktiver bestemt for salg

Rusland invasion af Ukraine den 24. februar 2022 har ført til, at Flügger koncernen den 8. april 2022 annoncerede, at en salgsprocess af de russiske og belarusiske aktiviteter indledes, da udviklingen i krigen i Ukraine ikke er forenelig med det værdiansat, som Flügger koncernen står for. Aktiviteterne i Rusland og Belarus er behandlet som ophørende aktiviteter og er præsenteret separat i resultatopgørelse, balance og noter. I anvendt regnskabspraksis.

Aktiviteterne i Rusland og Belarus er værdiansat til estimeret salgpris med fradrag af salgsmkostninger, og der er indregnet en nedskrivning på 58 mio. DKK repareret til disse aktiver.

Aktiviteterne i Rusland og Belarus er klassificeret under aktiver bestemt for salg, idet de opfylder betingelserne herfor jf. IFRS 5.

Den forventede salgpris er fremskønnet ud fra vægnet gennemsnit af en række forskellige værdiansættelsesmetoder: herunder DCF, leveraged buy-out, handelsmultipler og transaktionsmultipler.

Den opgjorte dagværdi udtrykt ved forventet salgpris, er klassificeret som niveau 3 under dagværdieranket, som følge af anvendelsen af ikke-observerbare input.

Væsentligste forudsætninger og antagelser:

- WACC på 20%
- Driftsresultat i 2022/23 svagt positivt med langsom forbedring de følgende år
- Cash flow resumerer til normal indtjening i 2025/26
- For transaktionsmultipler er anvendt en rabat på 20-30%
- Investeringer (CAPEX) er holdt på et minimum indtil drift er normaliseret

Anvendt regnskabspraksis

Resultaterne af ophørte aktiviteter præsenteres særskilt i resultatopgørelsen, og pengestromene fra aktiviteter bestemt for salg præsenteres særskilt i pengestromopgørelsen.

Aktiver og forpligtelser bestemt for salg fra ophørende aktiviteter præsenteres som separate poster i balancen uden tilslipning af sammenligningstal. Der foretages eliminerings mellem fortsættende og ophørte aktiviteter for særskilt at afsløre fortsættende og ophørende aktiviteter, hvilket indebærer eliminerings af renter og koncernmellemværender.

Aktiver og passiver bestemt for salg udtagende finansielle aktiver måles til den laveste af den regnskabsmæssige værdi umiddelbart før klassificering som bestemt for salg og dagværdi minus salgsmkostninger, og nedskrivningstest udføres umiddelbart før klassificering af aktiver bestemt for salg.

Alle immaterielle og materielle aktiver der er klassificeret som aktiver bestemt for salg er nedskrevet til forventet nulværdi.

Diplom - Small- og Mid Cap

Flügger



Bæredygtighed

- Integreret beskrivelse af forretningsmæssig, finansiel og bæredygtig udvikling samt resultater
- Flere ESG-nøgletal i ledelsesberetningen
- Dobbelt væsentlighed
- God balance og sammenhæng til de forretningsmæssige og finansielle elementer



Dobbelt væsentlighed - eksempel fra Royal Unibrew



During 2022, Royal Unibrew conducted a thorough materiality assessment to determine if our strategy still addresses relevant ESG issues. We identified global trends, standards and benchmarks, and we engaged with stakeholders to understand their views. In addition, we analysed and defined material topics. The materiality assessment was reviewed and validated by the Growth Leadership Team and hereafter reviewed and approved by the Board of Directors.

One of the outcomes of the process is to integrate the materiality assessment in the Enterprise Risk Management (ERM) framework to ensure that the wider ESG issues are integrated in the financial risk and opportunity management and evaluation. We will implement this change in 2023. We found that biodiversity, sustainable farming and deforestation are becoming even more material for the beverage sector. Therefore, Royal Unibrew aims to formulate targets and commence initiatives for regenerative agriculture in 2023.



- 1 Diversity, Equity and Inclusion
- 2 Occupational Health & Safety
- 3 Employee attraction & retention
- 4 Human rights in business
- 5 Responsible procurement, incl. due diligence
- 6 Local sourcing
- 7 Dangerous substance
- 8 Sustainable farming, incl. deforestation & land-use change
- 9 Biodiversity
- 10 Climate & energy
- 11 Packaging materials
- 12 Transportation & logistics
- 13 Circularity, resources and waste
- 14 Water stewardship (in/out)
- 15 Local community (incl. investments, social & cu
- 16 Partnerships
- 17 Responsible communic. (labeling & marketing)
- 18 Consumer health & well incl. product safety & re
- 19 Business integrity, incl. c
- 20 Economic impact & tax
- 21 Governance
- 22 Data security/privacy &
- 23 Risk management & m

Corporate social responsibility

Product circularity

We want to become circular across the value chain by engaging with our suppliers. We will close the loop on packaging materials, reduce the strain on resources and reduce our footprint.

In the beverage industry, product circularity depends to a high degree on closing the loop on packaging materials (primary, secondary and tertiary) but also to ensure loss and waste reduction in general. The elements are to remove, reduce, reuse and recycle materials. Avoiding downcycling of food-grade packaging material such as rPET for non-food applications is another element.

The food safety requirements for primary packaging materials (e.g. glass bottles, PET bottles and cans) are stringent, as it is vital that we protect our products. The entire packaging system, including bottles, crates, trays and wraps, ensures there is no harm to our products during distribution. Therefore, packaging is also key for product protection and avoidance of food waste.

Royal Unibrew is applying all the circular principles for our packaging materials. We are on track for our overall goal of 100% reusable, recyclable, or recycled materials in 2025. However, we are slowing down the conversion rate due to technical challenges and limited availability of certain materials at a reasonable cost. The effect will be more pronounced in 2023. In principle, we use only mono materials today. Mono materials can easily be separated, sorted and recycled in clean fractions, such as glass, PET, carton, aluminum, etc. However, our juice portfolio and bag-in-box concept for soft drinks and wine, contributing approximately 4% of sales volume in 2022, are currently provided in more complex laminated materials. While the recyclability of these materials may be improved in the next couple of years, we will also be looking at alternatives.

We continuously cooperate with our suppliers on reducing the weight of materials balancing food safety, transportation stability and environmental requirements. Over a 10-12-year period, reductions in PET, aluminum and recently cardboard material, represent a reduction of 8,800-ton CO₂ per year. In 2022, we did not drive major downcycling initiatives.

Key initiatives

- Eliminate unnecessary packaging (incl. plastics)
- Source recycled packaging materials
- Reduce food and packaging material loss and waste

Reducing food loss
Cooperation with customers and Too Good to Go in Denmark and Norway reduced beverage loss of more than 300,000 bottles in 2022, and the initiatives continue in 2023.

	Realized 2019	Realized 2022	Target 2022	Target 2025
r-Consumed cardboard	84	96	>90	100
r-Paper labels	77	92	>90	100
r-Straw film	32	68	100	100
r-PET	48	64	>30	100

Risikovurdering - eksempler



CONTENTS | ABOUT | BUSINESS MODEL | STRATEGY & VISION | FINANCIAL REVIEW | SUSTAINABILITY REVIEW | **GOVERNANCE** | ADDITIONAL SUSTAINABILITY INFORMATION | FINANCIAL STATEMENTS

Managing climate risks

Sustainability and climate are integral parts of Chr. Hansen's strategy, purpose, culture and product offering. In recent years, ESG has become a vital parameter for commercial success, and hence expectations are increasing for board stewardship on reporting, climate, social and governance issues. To further strengthen the reporting on climate-related risks and opportunities in its business operations, Chr. Hansen is disclosing this information in accordance with the recommendations of the Task Force for Climate-Related Financial Disclosures (TCFD).

TCFD THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

GOVERNANCE
Disclosure of the board's oversight of climate-related risks and opportunities

The Board of Directors has oversight of climate activities, and regular updates are shared about progress on Chr. Hansen's "Think Climate Naturally" program.

Climate-related activities are managed by the Sustainability Board, which is governed by key senior management members and chaired by President & CEO Morten Søgaard. The day-to-day management of the climate program is handled by a dedicated Climate SteerCo.

Strategy
Disclosure of the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning where such impacts are material

Chr. Hansen's climate program is an integral part of the 2025 Strategy. A holistic research and innovation focus for both new business opportunities within plant-based solutions, reduction of food waste and more efficient agricultural processes and food production. Through these dedicated efforts, Chr. Hansen enables its customers to achieve their decarbonization strategies and targets.

As for transitional and physical risks, these were an integral part of the strategy process. For further details, please refer to Chr. Hansen's Hiding A/S' latest Climate Change response to COP.

Risk Management
Disclosure of how the organization identifies, assesses and manages climate-related risks

Assessing climate-related risks forms an integral part of the existing Enterprise Risk Management (ERM) Framework. As such, any climate-related risks will be addressed in accordance with the ERM governance structure.

To ensure adequate board and executive oversight, and a common approach to identifying, analyzing and managing risk. Workshops and deep dives have been conducted to understand the climate-related risks and opportunities facing the Company as a result of changes in regulation, technology, markets, products and consumer demands.

Metrics and Targets
Disclosure of the metrics and targets used to assess and manage climate-related risks and opportunities where such information is material

Chr. Hansen has set Science Based Targets to reduce climate-related emissions in line with the goals of the Paris Agreement. Some climate-related metrics include:

- 42% reduction in scopes 1 and 2 by 2030
- 20% reduction in scope 3 by 2030
- 100% renewable electricity by 2030

Enabling customers' decarbonization journey is a focus area for Chr. Hansen. To boost the efforts, Chr. Hansen has established 2025 targets to e.g.:

- Ensure that 100% of revenue has a positive impact on the UN Sustainable Development Goals
- 2 million tons reduction of yogurt waste
- Planting 25 million lectures with biological plant health products

More about sustainability governance on pp. 48-52

Explore our decarbonization roadmap on pp. 18-21

Read about our ESG Strategy on pp. 28-31

Learn about our business model on pp. 10-18

Read more about our sustainability ambitions on 28 and our expected road to fully sustainable revenue section on pp. 49-51

187 CHR. HANSEN | Annual Report 2022/23



GOVERNANCE | Developing strategy | Governance structure | Code of Conduct | Whistleblower scheme | Sustainability | **Risk Management** | Compliance | Executive Board and Board of Directors

Risk management

The Executive Board's governance reporting is focused on the principal risks, which are defined as risks with a potentially large impact on the group and risks arising across the group's business units.

Ongoing risk management in the business units also covers risks with a lower potential impact and risks of a more local character.

Principal risks
Principal risks relating to internal operations and administration.

External risks
Principal impacts from external factors, such as regulatory, market, customer-related or political factors.

Critical	C	D	A	B	P
High		G	G	C	E
Medium				L	
Low					
	Less likely	Possible	Likely	Very likely	
	Probability				

Principal risks assessed in relation to the probability of their occurrence and impact on the company's reputation and/or financial performance

Risk assessment in 2022/23
 Risk assessment in 2021/22



ARLAS RISKOPPOSITION

ARLA IS DEN STORESTØRSTE HANDELSVIRKSEL I DANMARK, SOM SETT I SAMHENGEN I HANDELSSEKTOREN. PÅ DE FØLGENDE SIDENE PRæsENTERER VI DE RISKER, SOM ER BEVÆRET SOM DE MEST UDFORDRINGSFULDE FOR ARLA. RISKERNE ER PÅ HJELPEN, ANSRET OG BEVÆRET, HVAD DE ER FOR AT BEVÆRTE DESE RISKER. OPLEVDE KÆDETILFÆLLE ER KÆDETILFÆLLEDE OG BEVÆRINGSFORBUDNE AF FØLGENDE DE RISKER TIL FØLGENDE.

VULNERABLE RISKS

1. Environmental and climate change
2. Political and regulatory changes
3. Digital transformation
4. Cyber security
5. Data privacy and protection
6. Intellectual property rights
7. Talent and workforce management

KLIMARELATEDE RISIKER

Transition:

1. Change in the energy sector
2. Change in the regulatory landscape
3. Change in consumer behavior
4. Change in the competitive landscape
5. Change in the technology landscape
6. Change in the talent and workforce management

Physical:

1. Extreme weather events
2. Water stress
3. Sea level rise
4. Natural disasters

Interestess analyse - eksempler

GN Store Nord Annual Report 2022

Stakeholder engagement

We are in continuous dialogue with our stakeholders to ensure we understand their requirements and find ways to work in partnership to strengthen our business and the societies in which we operate

Customers
We proactively engage with customer groups to improve our products. We are keen to understand our customers' and partners' sustainability requirements and aim to meet these standards. In 2022, sustainability became an even more prominent topic of engagement with customers, especially in GN Audio, including packaging, LCA's, certifications, decarbonisation, and circularity.

Employees
All employees engage biannually in professional development discussions. All employees are encouraged to participate in the biannual.

Investors
As a public company, GN discloses ESG data in relevant areas via our integrated annual report, our Annual General Meeting, and where relevant on request to ESG rating agencies and investors. To ensure our ESG disclosures always meet investor requirements, we welcome dialogue with our investors on ESG topics at any time. In 2022, we continued to make ESG a prominent part of our proactive communication to investors.

Regulatory authorities
GN assesses relevant regulations on an ongoing basis and ensures we comply with all relevant legislation. We expect new legislation to emerge in the area of product sustainability (especially in GN Audio), as part of, among other, the European Green Deal and right to repair, as well as additional sustainability/ESG disclosure requirements, especially related to GN's impact on climate change and air vice versa.

Suppliers
We expect our suppliers to uphold the same standards as we set for ourselves. We audit our suppliers to ensure they comply with GN's supplier codes of conduct and policies. We work in partnership with our suppliers to support their compliance, and we also expect that they act to rectify any breaches. To strengthen our supply chain responsibility, in 2022, GN Audio joined the Responsible Business Alliance (RBA).

Interest groups
We support the United Nations SDGs through our membership of the UN Global Compact. Our efforts to raise awareness of hearing loss and the benefits of early treatment include our participation in industry groups such as the European Hearing Instrument Manufacturers Association (EHIMA) and promotion of the World Health Organization's World Hearing Day.

72/160

GN Store Nord Annual Report 2022

Materiality matrix

GN aims to act and report on the sustainability topics that matter the most to GN and its stakeholders

We determine the relevance to stakeholders for these topics for applying sustainability-related requirements and measure from investors, customers, and employees. We also take into account the specific of the topic, current and future regulations and society's sustainability goals from EU, reporting Frameworks and other agencies

"Sustainability 'based on our business'", as assessed by what would potentially address the topic concerns those GN reporting categories, and we consider the value of doing so, and the nature and extent of our business activities in relation to the topic.

In 2022, we also included a full-risk chain sustainability Director in GN's reporting with the Corporate Sustainability Reporting Directive (CSRD) research.

73/160

CONTENTS | ABOUT | BUSINESS MODEL | STRATEGIC ELEMENTS | FINANCIAL REVIEW | SUSTAINABILITY REVIEW | GOVERNANCE | ADDITIONAL SUSTAINABILITY INFORMATION | FINANCIAL STATEMENTS

Stakeholder engagement and materiality

For its ability to create value, Chr. Hansen relies on several factors of either a financial or non-financial nature that can substantively affect our financial performance or have a meaningful impact on our stakeholders or the environment.

Stakeholder engagement
At Chr. Hansen, we are committed to creating value for all our stakeholders. To understand the interests and needs of our key stakeholders, we regularly engage in dialogue using a variety of tools. Amongst our key stakeholder groups are our employees, customers, suppliers, policy makers, regulators and industry associations as well as academia, scientific partners and investors.

Stakeholder group	Employees	Customers	Suppliers	Policy makers, regulators and industry associations	Academia, scientific and commercial partners	Investors
Why we engage	Our employees are critical for the success of our company. Employee is central for commitment, innovation, performance, pride and passion.	Customer centrality is essential to the success of our company. Through co-creation, innovation, performance, pride and passion, we ensure superior product offerings and tailored solutions.	Ensuring security of supply in terms of raw materials is key to our capability to deliver to our customers. We engage to ensure high quality, food safety, environmental and social standards.	The policy and regulatory environment is important for our ability to bring products to market and for enabling the transition to more sustainable agriculture and food policies.	We collaborate to accelerate our knowledge base, speed up projects and de-risk our innovation pipeline.	We aim to provide relevant, accurate and timely information and regularly engage in dialogue with investors to support the fair valuation and pricing of our shares.
How we engage	<ul style="list-style-type: none"> Culture model & purpose Annual engagement surveys Performance dialogues Development plans and training Hansen Health programs Diversity, Equity & Inclusion 	<ul style="list-style-type: none"> Performance trials and data assessment Technical support Innovation days Data-driven services Sustainability workshops Site audits Regulations and planning 	<ul style="list-style-type: none"> Private and publicly funded project collaborations Student projects Consultancy and analytical services Advisory Boards 	<ul style="list-style-type: none"> Trade associations and industry alliances Direct dialogue with policy makers and regulators Public consultations 	<ul style="list-style-type: none"> Investor roadshows and conferences Student projects Capital Markets Days Annual General Meeting 	
Key topics discussed	<ul style="list-style-type: none"> Employee well-being Flexible work opportunities Leadership role and growth 	<ul style="list-style-type: none"> Business continuity Business demand Supplier innovation 	<ul style="list-style-type: none"> Security of supply Cost development Quality food safety, food defence and food fraud Responsible sourcing Supplier innovation 	<ul style="list-style-type: none"> EU Phy Am Bu Alb 		

26. **CHR. HANSEN** Annual Report 2022/22

Why we engage each other

We work for a better world

We do with freedom

We deliver results

Materiality assessment

The materiality assessment is a structured, ongoing process to assess the relevance of sustainability topics to the stakeholders of the company and to the company's business strategy. It is a continuous process that is updated annually. During 2022, we conducted a materiality assessment as part of the Management Report Framework, ensuring that all key stakeholders are represented and that the assessment reflects the current and future challenges and opportunities of the company. The materiality assessment is a key tool for identifying the most important sustainability topics and for prioritizing them based on their relevance to the company and its stakeholders. The results of the materiality assessment are used to inform the company's strategy and to guide the reporting of the company's sustainability performance.

Overview of material topics

Topic	Relevance to stakeholders	Relevance to business	Relevance to society
Climate change	High	High	High
Sustainable product design and packaging	High	High	High
Product diversity	High	High	High
Resilience	High	High	High
Responsible raw material sourcing	High	High	High
Water use	High	High	High

Three approaches to GN material topics

- 1. Non-financial topics**
These topics are relevant to the company's business strategy and are therefore included in the company's reporting. They are also relevant to the company's stakeholders and are therefore included in the company's reporting.
- 2. Financial topics**
These topics are relevant to the company's financial performance and are therefore included in the company's reporting. They are also relevant to the company's stakeholders and are therefore included in the company's reporting.
- 3. Policy topics**
These topics are relevant to the company's policy and are therefore included in the company's reporting. They are also relevant to the company's stakeholders and are therefore included in the company's reporting.

Materiality matrix for GN

We consider those material if they score at least medium on all three axes. These six approaches are the most relevant to the company's business strategy and are therefore included in the company's reporting.

Materiality matrix for GN

The materiality matrix is a tool used to assess the relevance of sustainability topics to the company and its stakeholders. It is a 2x2 matrix where the x-axis represents the relevance to the company and the y-axis represents the relevance to the stakeholders. The topics are plotted on the matrix based on their scores on the three axes. The topics that are plotted in the top-right quadrant are considered the most material to the company and its stakeholders.

Materiality matrix for GN

The materiality matrix is a tool used to assess the relevance of sustainability topics to the company and its stakeholders. It is a 2x2 matrix where the x-axis represents the relevance to the company and the y-axis represents the relevance to the stakeholders. The topics are plotted on the matrix based on their scores on the three axes. The topics that are plotted in the top-right quadrant are considered the most material to the company and its stakeholders.

74/160



Taksonomien

- Der bruges stadig mere plads på at beskrive aktiviteter
- Flere omfattede CapEx- og OpEx-aktiviteter
- Behov for mange forklaringer grundet uklare fortolkninger



Ørsted

- Indarbejder nøgletal i henhold til taksonomien i bæredygtighedsrapporten

Financial statements | Consolidated ESG statements (additional information) | ESG performance indicators

ESG performance indicators

Taxonomy-aligned KPIs	Unit	2022	2021
Taxonomy-aligned revenue (turnover)	%	73	66 ¹
Taxonomy-aligned CAPEX	%	99	99 ¹
Taxonomy-aligned OPEX	%	80	80 ¹
Taxonomy-aligned EBITDA (voluntary)	%	85	90 ¹

Taxonomy-aligned KPIs

Our share of revenue (turnover) associated with taxonomy-aligned activities in 2022 was 73%. This proportion included revenue from our wind and solar farms (65%) and from our sustainable biomass-based generation activities at our combined heat and power (CHP) plants (8%).

Accounting policies

Taxonomy-aligned KPIs

Taxonomy-aligned revenue (turnover)

The share of our taxonomy-aligned revenue (turnover) is calculated as the revenue derived from products or services associated with taxonomy-aligned economic activities as a proportion of our total revenue (see p. 85).

Taxonomy-aligned CAPEX

The share of our taxonomy-aligned CAPEX is calculated as the CAPEX related to assets or processes associated with taxonomy-aligned economic activities as a proportion of our CAPEX that is accounted for based on IAS 16 (73: (e)(i) and (iii)), IAS 38 (11.8: (e)(ii)), and IFRS 16 (53: (h)) and thereby included in 'Additions' and 'Addition on acquisition of enterprises' (see p. 97).

Carbon emission allowances have been excluded from the total CAPEX (DKKm) as these are of an operational nature. Goodwill has also been excluded.

Taxonomy-aligned OPEX

The share of our taxonomy-aligned OPEX is calculated as the OPEX related to assets or processes associated with taxonomy-aligned economic activities as a proportion of our OPEX that is included in 'Other external expenses' (see p. 71).

We have chosen to use 'Other external expenses' as this is currently the best-available OPEX number in our Group financial accounts that is related to the OPEX KPI definition in the regulation.

Taxonomy-aligned EBITDA (voluntary)

This is a voluntary disclosure. The share of our taxonomy-aligned EBITDA is calculated as the EBITDA derived from products or services associated with taxonomy-aligned economic activities as a proportion of our total EBITDA (see p. 71).

We have included taxonomy-aligned EBITDA as a voluntary disclosure as EBITDA better reflects our business than revenue. This is because we have an uneven margin on our revenue, where our gas business and sale of power to end customers have a large revenue but a small earnings margin, whilst other areas have a higher margin.

Taksonomien - eksempel fra Huscompagniet



Taxonomy-eligibility and alignment

The European Commission adopted on 21 April 2021 an ambitious and comprehensive package of measures to help improve the flow of capital towards sustainable activities across the European Union. By enabling investors to re-orient investments towards more sustainable technologies and businesses, these measures will be instrumental in meeting Europe's climate neutral by 2050. They will make the EU a global leader in setting standards for sustainable finance.

Accounting practice

Environmental objectives
For the HusCompagniet Group, the following two economic activities have been identified as relevant: 7.1. Construction of buildings and 6.5. Transport by motorbikes, passenger cars and light commercial vehicles have been assessed as contributing to environmental objective 1, climate change mitigation. In the context of the HusCompagniet Group, this environmental objective has been assessed as most relevant to report on. Taxonomy eligibility is characterised as an economic activity that is covered by the taxonomy regulations designated acts. Whether an activity is taxonomy-eligible or not says nothing about the sustainability of that activity. To be characterised as sustainable, the activity has to be aligned.

Restatement of 2021 Taxonomy eligibility
In the 2021 annual report, HusCompagniet Group reported taxonomic eligibility percentages for OpEx and CapEx based on an allocation key of TEBs that could be characterised by activity 7.1. Construction of new buildings. The EU taxonomy is continuously developing and so is the interpretation. For

2022, allocation keys have not been used – see KPI - OpEx and KPI - CapEx for accounting policy and calculation methods, which we expect to be using from now on.

Our accounting policies for the calculations are always based on our best interpretation, using external advisory of the EU taxonomy regulation and delegated acts as well as the currently available guidelines from the European Commission and from Green Building Council Denmark. The latter is a non-profit membership organisation working to promote sustainability in the building industry and has recently published a first version of guidance on the taxonomy, developed among others in close dialogue with the industry and Climate Positive European Alliance.

KPI - Turnover

Numerator – Eligibility
Taxonomy-eligible turnover is calculated as the turnover from the taxonomy-eligible activity listed below, which is generated from one of the activities presented below.

- Activity 7.1 All revenue streams are related to the construction of a house. Approx. 80% is constructed on third-party land. For the remaining part, we at HusCompagniet, in the sales process will be divided into two contracts for the sale of the house. HusCompagniet does not speculate with safety and land in connection with the house. Therefore, it is assessed that the land is within scope 7.1 and thus, Taxonomy-eligible.

2022	Turnover	OPEX	CAPEX
Taxonomy-eligible activities			
7.1. Construction of new buildings	100%	75%	84%
6.5. Transport by motorbikes, passenger cars and light commercial vehicles	0%	0%	12%
Taxonomy non-eligible activities or activities not covered			
Non-eligible activities	0%	25%	24%
Sum of activities	100%	100%	100%

Numerator – Alignment
Taxonomy alignment turnover is calculated as the portion of the net turnover from the taxonomy-eligible activity stated below, which can be classified on the taxonomy-eligible and comply with the screening criteria in the annex to the delegated act.

Due to lacking data quality, we report 0% on taxonomy-align-



For objective 1, the technical screening criteria is an energy performance of at least 70% better than NGB. Energy Zero-Emission Buildings. We expect that approximately 30% of our revenue will be aligned, based on the proportion of houses built in 2022 that have an energy performance above this threshold. We are working on audits, procedures and processes in place to secure sufficient data to document taxonomy alignment for all new DMS/Dylo buildings. Herein criteria that apply to the construction of buildings and the compliance with minimum social safeguards. More specifically, regarding the DNSH criteria that apply to the kind of buildings on land.

- Climate change mitigation: We expect to be aligned.
- Sustainable and protection of water and marine resources: We expect to be aligned.
- Transition to circular economy: We expect to be aligned and are working on securing data, among others to document reuse and recycling percentage on every construction site.
- Pollution prevention and control: Annex XVII to directive no. 2002/2006 is not yet finalized.
- Protection and restoration of biodiversity and ecosystems: We expect to be aligned.

Denominator – Eligibility
Not relevant as shown in note 2.2 Segment information.

Business activities (1)	2022		Substantial contribution criteria										DNSH criteria (see Delegated Acts)										2021		
	Revenue	EBITDA	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
A. TAXONOMY-ELIGIBLE ACTIVITIES																									
7.1. Construction of new buildings	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
6.5. Transport by motorbikes, passenger cars and light commercial vehicles	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sum of taxonomy-eligible activities	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Sum of taxonomy-eligible but not environmentally sustainable activities	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sum of taxonomy-eligible and non-eligible activities	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Sum of taxonomy-eligible but not environmentally sustainable activities	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sum of taxonomy-eligible and non-eligible activities	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

KPI - OPEX

Numerator – Eligibility
Taxonomy-eligible OpEx is following economic activities

Numerator – Alignment
Taxonomy-aligned OpEx is the eligible-OpEx from tax below, which can be classified to comply with the screening criteria in the annex to the delegated act.

Due to insufficient data, we report for the activity.

Denominator – Eligibility
Direct non-capitalised cost tenance for short-term lease renovation measures, cost repair, and any other direct-to-day servicing of assets including wages for employees

Denominator – Alignment
The taxonomy-eligible OpEx related to the relevant activity data quality.

Double Counting
There is no risk of double counting as related to activity 7.1

KPI - CAPEX

Numerator – Eligibility
Taxonomy-eligible CapEx is calculated as CapEx related to the following economic activities.

Numerator – Alignment
Taxonomy-aligned CapEx is defined as the taxonomy-eligible CapEx, which can be classified as being in compliance with the screening criteria in the annex to the delegated act. Due to insufficient data we report 0% alignment on both activity 7.1 construction of new buildings and activity 6.5 Transport by motorbikes, passenger cars and light commercial vehicles.

Denominator – Eligibility
CapEx as shown in Note 4.1 Goodwill and Intangible assets and note 4.3 Property, plant and equipment and right-of-use assets

All CapEx additions are assessed individually. The Taxonomy-eligible share of investments primarily relates to 7.1. construction of new buildings. Items include, but are not limited to, additions of production facility equipment, investments in development or IT.

Denominator – Alignment
The taxonomy-eligible CapEx as defined in the delegated act, related to the relevant activities. Not aligned due to insufficient data quality.

Double Counting
There is no risk of double counting as CapEx allocated to activity 7.1 or 6.5 are not related to both activities.

Taksonomien - eksempler

TAXONOMY

2022 EU Taxonomy Report

The EU Taxonomy is a classification system for determining sustainable economic activities. Publicly traded companies, subject to Directive 2013/34/EU of the European Parliament and of the Council of 26 June 2013, are obliged to report on the share of revenue, CAPEX and OPEX eligible and/or aligned, respectively. CPH interprets eligible activities as activities described in the Delegated Acts¹. Aligned activities² are economic activities, that in addition to eligibility, meet the Substantial contribution, Do no significant harm³ and Minimum safeguards⁴ criteria.



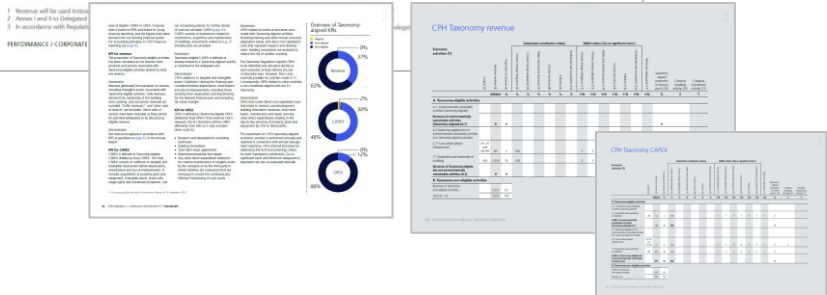
Taxonomy eligibility
CPH conducted an initial screening and interpretation of the criteria in 2021, and in 2022, following refinement of our interpretation of the Taxonomy Regulation, we included additional activities, such as 2.2 Renovation of existing buildings and 7.7 Acquisition and ownership of buildings in addition to 6.17 Low carbon airport infrastructure into our eligible activities. Several activities regarding construction and ownership of infrastructure were deemed at risk of overlapping and have been consolidated into activity 7.7 to avoid double counting.

Substantial contribution
CPH assessed its substantial contribution towards both climate change mitigation and climate change adaptation, the delegated acts pursuant to Articles 10(3) and 11(3)

of the Taxonomy Regulation. No activities in 2022 are considered to have contributed substantially to climate change adaptation and, consequently, the bulk of CPH's activities is reported under Article 10(3) climate change mitigation.
In supporting the transition to a climate-neutral economy, CPH works continuously to provide low-carbon alternatives that qualify as contributing substantially to climate change mitigation. Examples of this include providing infrastructure to support electrical charging stations for aircraft that will eventually be electrified, and a heating infrastructure that will eventually support efficient provision of sustainable aviation fuel in line with the technical screening criteria outlined in activity 6.17⁵.

CPH also owns and operates buildings in connection with the airport. All construction and renovation activities follow the Swedish and, consequently, the bulk of CPH's activities is reported under Article 10(3) climate change mitigation.
None of the renovation activities in 2022 meet the criteria for substantial contribution. 33% of the activities in 2022 are classified as eligible activities pursuant to activity 7.7 and thus substantially contribute to climate change mitigation.
Do no significant harm
The Do no significant harm (DNSH) criteria have been updated in accordance with the technical screening criteria for the published economic activity. CPH has assessed whether the performance of these activities do not significantly harm the other environmental objectives set out in Regulation (EU) 2020/852.

Climate change adaptation
CPH is close to the sea on the island of Arnegår, the highest point of which is just eight metres above sea level. For this reason, climate change and rising sea levels are naturally matters of concern for both local residents and the authorities. CPH is working with the municipalities on Arnegår and the state landowners to come up with joint solutions to protect the entire island from flooding. The state has now taken the lead in a joint pilot study of storm surge protection in the Copenhagen area. CPH remains involved in the project and backs a coordinated approach to both the challenges faced and potential solutions to safeguard Arnegår and Greater Copenhagen.
CPH is categorized as critical infrastructure and for this reason, climate and environmental



Activity	Aimed at increasing	Realisation	
		Outstanding	CAPEX
Airport terminals	74%	85%	85%
Airline & Support	70%	76%	76%
Taxi	67%	88%	88%
Rail	98%	85%	85%
Foodservice	66%	61%	61%
Rentals	86%	84%	84%



Revenue
The EU Taxonomy Regulation requires companies to disclose the share of revenue from eligible and/or aligned activities. CPH's revenue from eligible and/or aligned activities is 74% of total revenue.

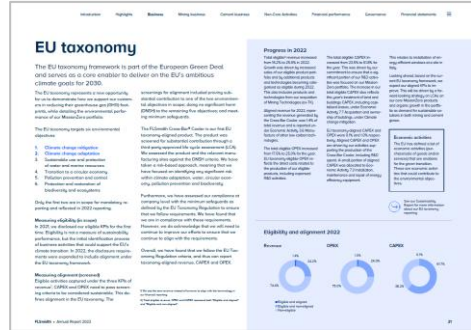
CAPEX
The EU Taxonomy Regulation requires companies to disclose the share of CAPEX from eligible and/or aligned activities. CPH's CAPEX from eligible and/or aligned activities is 70% of total CAPEX.

Outstanding
The EU Taxonomy Regulation requires companies to disclose the share of outstanding from eligible and/or aligned activities. CPH's outstanding from eligible and/or aligned activities is 67% of total outstanding.

Realisation
The EU Taxonomy Regulation requires companies to disclose the share of realisation from eligible and/or aligned activities. CPH's realisation from eligible and/or aligned activities is 98% of total realisation.

Foodservice
The EU Taxonomy Regulation requires companies to disclose the share of foodservice from eligible and/or aligned activities. CPH's foodservice from eligible and/or aligned activities is 66% of total foodservice.

Rentals
The EU Taxonomy Regulation requires companies to disclose the share of rentals from eligible and/or aligned activities. CPH's rentals from eligible and/or aligned activities is 86% of total rentals.



EU Taxonomy 2022
The EU Taxonomy Regulation requires companies to disclose the share of revenue from eligible and/or aligned activities. CPH's revenue from eligible and/or aligned activities is 74% of total revenue.

CAPEX
The EU Taxonomy Regulation requires companies to disclose the share of CAPEX from eligible and/or aligned activities. CPH's CAPEX from eligible and/or aligned activities is 70% of total CAPEX.

Outstanding
The EU Taxonomy Regulation requires companies to disclose the share of outstanding from eligible and/or aligned activities. CPH's outstanding from eligible and/or aligned activities is 67% of total outstanding.

Realisation
The EU Taxonomy Regulation requires companies to disclose the share of realisation from eligible and/or aligned activities. CPH's realisation from eligible and/or aligned activities is 98% of total realisation.

Foodservice
The EU Taxonomy Regulation requires companies to disclose the share of foodservice from eligible and/or aligned activities. CPH's foodservice from eligible and/or aligned activities is 66% of total foodservice.

Rentals
The EU Taxonomy Regulation requires companies to disclose the share of rentals from eligible and/or aligned activities. CPH's rentals from eligible and/or aligned activities is 86% of total rentals.

Væsentlige begivenheder

Regnskabsmæssige skøn

- **Note-sektionen klart identificerer** de væsentligste regnskabsmæssige skøn og usikkerheder, der er relevante for regnskabsåret
- **Beskrivelse af den regnskabsmæssige effekt af**
 - Væsentlige begivenheder
 - Ændringer i de globale markeder
 - Stigende inflation
- **Indledede beskrivelser** til hver enkelt sektion fremmer læsbarheden
- **Enkelt og transparent** sammenhæng mellem regnskabsdelen og ledelsesberetningen


Væsentlige begivenheder - eksempler

Financial statements | Home | 1. Basis of reporting

1. Basis of reporting

1.1 Significant changes and events

The financial position and performance of Ørsted was significantly affected by the following events and transactions during 2022.



Energy prices	Acquisitions	Divestments	Impairment
<p>Volatility in energy prices</p> <p>In 2022, the level of fuel and natural gas prices continued to rise with volatile energy prices and a substantial increase in inflation. This led to a significant increase in our operating costs from volume-related movements, both from energy related to our own operations and from the impact of inflation.</p> <p>See note 3.1 Impairment tests and impairment</p>	<p>Ørsted</p> <p>In September, we completed the acquisition of the offshore renewable energy company Ørsted. The acquisition expands our offshore portfolio with new capacity and brings with it new risks. See note 3.2 Other divestment programs</p> <p>See note 3.1 Acquisitions and impairment</p>	<p>Borsum Offshore 5</p> <p>In March, we completed the 50% divestment of our offshore wind farm Borsum Offshore 5 in Germany. The transaction resulted in proceeds of DKK 2.0 billion and a gain of DKK 1.8 billion. See note 3.3 Other divestment programs</p> <p>Hørsens 3</p> <p>In September, we completed the 50% divestment of our offshore wind farm Hørsens 3 in the UK. The transaction resulted in proceeds of DKK 2.2 billion and a gain of DKK 1.5 billion. See note 3.3 Other divestment programs</p>	<p>Spain</p> <p>Impairment losses resulted in DKK 2.5 billion in 2022, which were primarily related to the impairment of the Spanish solar portfolio. See note 3.3 Impairment tests and impairment</p> <p>Denmark</p> <p>In 2022, we recognized impairment losses of DKK 1.1 billion related to our Danish solar portfolio. See note 3.3 Impairment tests and impairment</p>

For a detailed discussion about Ørsted's performance and financial position, please refer to our management website.



Significant changes and events

In 2022, the Group's performance and financial position was affected by the significant changes and events highlighted below. A detailed review of the Group's performance is provided in the Management's Review on pp. 15-19.

Macroeconomic environment

In 2022, we saw significant macroeconomic uncertainties among others due to the Russia-Ukraine war leading to increased interest and inflation rates. These developments have impacted certain accounting estimates and judgements, including assumptions made by management, most significantly in relation to:

- Impairment tests, note 3.2
- Provisions and similar obligations, note 3.1
- Onerous contracts, note 2.5

Russia-Ukraine war

In March 2022, we divested our business in Russia as part of the strategic divestment programme. In addition, Ørsted has no material activities in Ukraine. Consequently, the Russia-Ukraine war did not have a material impact on the results of the Group's operations and financial position in 2022, however, the impact of the war led to increased operating costs due to generally increased inflation rates which were in all material aspects mitigated through price rises on customer contract portfolio.

Divestment programme

In 2022, the strategic divestment programme was successfully completed as we divested Sweden, Russia and Portugal as well as two business units in Hong Kong and the UK. As a result, a net gain of DKK 207 million was recognised in profit or loss in 2022.

See 3.4, Divestment, related fields for sale and discontinued operations for more details.

Hyperinflation in Turkey

Effective 1 January 2022, the Group implemented IAS 28, Financial Reporting in Hyperinflationary Economies as the cumulative three-year inflation in Turkey exceeded 100%.

As a result, the financial statements of Ørsted Turkey for 2022 have been restated based on changes in the general price index and its applying end of period exchange rates.

Estimates and judgements

The preparation of the Group's consolidated financial statements required management to make judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses, the accompanying disclosures, including contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities in future periods.

Estimates and assumptions are reviewed on an ongoing basis and have been prepared using macroeconomic developments into consideration, but still assuming that one-off-effects which are not expected to end in the long term do not affect estimation and determination of these key factors, including discount rates and expectations for the future.

The table to the right provides an overview of the Group's significant accounting estimates and judgements and the significance of impact on the consolidated financial statements.

Note	Significant estimates and judgements	Estimate/Judgement	Impact
1.6 Revenue	• Revenue recognition - impact from contract modifications and variable consideration • Gross or net presentation	Estimate/Judgement	••
2.2 Other receivables	• Capitalisation of transition and mobilisation costs	Judgement	•
2.6 Provisions	• Onerous contracts - future profitability • Assumptions for claims, litigation and legal proceedings	Estimate/Judgement	•••
2.8 Right-of-use assets	• Lease terms, including extension options mainly related to buildings	Judgement	••
3.1 Intangible assets	• Goodwill impairment tests - assessment of control • Capitalisation of configuration and customisation costs for software	Judgement	•
3.3 Impairment tests	• Key assumptions in impairment tests	Estimate	•••
3.6 Deferral tax	• Recognition of deferred tax assets - future taxable profit available • Characterisation of problems - estimate of the amount required to settle the litigation	Estimate	•
3.7 Provisions and similar obligations	• Assumptions for current gains and losses, e.g. inflation and discount rates, future sales and pension increases	Estimate	•

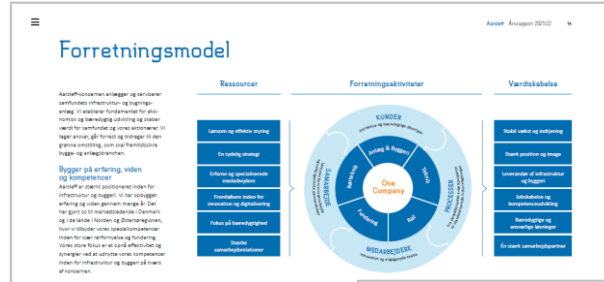
- Low
• Medium
•• High
••• Very High

Note	Key accounting estimates and judgements	Estimate/Judgement	Potential impact from accounting estimates and judgements
1.2 Basis of preparation	Consolidation method for partnerships	Judgement	•••
2.0 Other operating income and expenses	Variable selling prices related to divestments of offshore wind farms and offshore transmission assets	Estimate	•••
3.0 Classification of divestment	Classification of divestment	Judgement	•••
3.1 Acquisition of enterprises	Purchase price allocation in business combinations	Estimate	•••
3.3 Impairment tests, and impairment	Key assumptions in impairment tests	Estimate	•••
3.6 Tax equity liabilities	Recognition of tax equity liabilities	Judgement	•••
3.9 Provisions and contingent liabilities	Assumptions for provisions	Estimate	•••
4.2 Tax on profit/loss for the year	Recognition of income taxes	Estimate	•••
6.1 Market risk policy	Valuation of long-term power purchase agreements	Estimate	•••
	Effectiveness of hedge reserves	Judgement	•••

Segmentrapportering - eksempel fra Aarsleff



- God kombination af beskrivelse af koncernen som helhed og af segmenterne
- Detaljeret og fuld integreret segmentbeskrivelse – også for strategiske initiativer, opkøb og investeringer
- Forventninger for 2023 suppleret af forudsætninger på segmentniveau
- Ny interessentanalyse



Anlæg & Byggeri

Året i oversblik

11.236 mio. DKK
13.670 mio. DKK
6.825 mio. DKK

Udvikling og omstilling

Arbejdsindsats

Prognose

Markedsføring og salg

Finansielle nøgletal

Opsætning
8.462 mio.

Segmentresultat (EBIT)
250 mio.

ROIC (efter skat)
17,5 %

ESB-margen
3,0 %

Segmentrapportering - eksempel fra Aarsleff



Interessenter

I det nedestående beskriver vi vores væsentligste interessenter. Vi definerer deres primære fokus og vores relationer med interessenterne.

Vores interesse-relationer er først og fremmest præget af den type forretning vi er, vores

branche og vores position som børsnoteret virksomhed. Der er en forventning om, at vores aktiviteter er en løsning forresten, at vi er en attraktiv arbejdsplads, og at vi tager ansvar og udvikler bæredygtige løsninger, der er til gavn for vores kunder og samfundet som helhed.

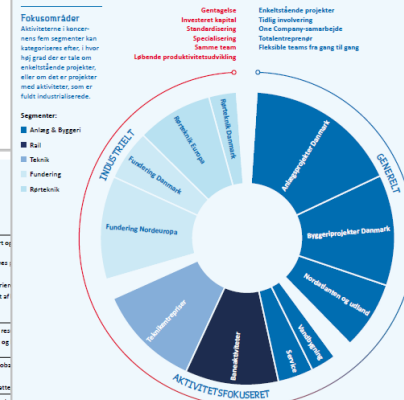
Vores interesse-relationer er dynamiske, og vi bliver påvirket af og reagerer på tendenser og ændringer i samfundet omkring os. Aktuelt er vi og vores interessenter påvirket af de makroøkonomiske og politiske omvæltninger, vi oplever i verden. Vi vurderer løbende, hvilke interessenter

der er væsentlige for at nå vores mål, og i hvor høj grad vi har indflydelse på dem.

Væsentligste interessenter	Primære interesseområder	Sådan interagerer vi
Bygherrer og kunder	Projektlejde Pris, tid og kvalitet Partnerstaber Bæredygtighed og certificeringer	Etablerer fremsiddende infrastruktur og byggerier og støber samfund. Bidrager i projekter ved tidlig involvering med fokus på optimering af tid og afslutningsføring. Leverer specialkompetencer, professionel og forretningsorienteret, certificeret byggeri. Prioriterer samarbejder og langvarige partnerskaber, som udvikler bæredygtighed i fokus.
Interesseorganisationer	Branchetillæg Grøn omstilling Lægning af politiske interesser	Følgeskabet i Aarsleff EOC Center udbygger et netværk, supporteres af centre. Involverer sig i andre interesse-relationer. Vi understøtter den i Aarsleffs administrationelle direktører for regeringspolitik.
Investorer og analytikere	Værdit og lønsomhed Bæredygtige investeringer	Overholder gældende regler for børsnoterede virksomheder og oply. Kommunikere på generalforsamlingen og i løbende dialog. Informerer om koncernens strategi og den stigende interesse for bæredygtige investeringer.
Leverandører og underentreprerører	Krav og forventninger Bæredygtige væg	Bedre samarbejdsvilkårene og leverandører tiltrækker vores Code of Conduct. Indgår indkøbsaftaler med leverandører for høj kvalitet i samarbejde.



Væsentligste interessenter	Primære interesseområder	Sådan interagerer vi
Medarbejdere	Arbejdsplads og trivsel Etkendelse og udvikling Kædetilfredshed Bæredygtig hverdag Seniormedarbejdere	Prioriterer et sundt og sikkert arbejds miljø over økonomi og andre hensyn. Alle skal kunne arbejde sikkert og arbejdsplads. Måske bringe på tværs i Per Aarsleff A.S. og når nødvendigt, om, at mindst 95 % af medarbejderne bliver i. Tilbyder attraktive arbejdspladser med fokus på både kollegial fællesskab og kompetenceudvikling. Har gangt i karriere- og udviklingsinitiativer, som skal skabe lige muligheder for læring, herunder både karrierer. Faciliterer kurser, workshops og netværk for medarbejdere, som længe mål arbejder med og er oplyst af projekter. Bidrager til løbende motivation og muligheder for, at seniormedarbejdere fortsætter i arbejdsforholdet.
Medier	Læstid og resultater Nye løsninger og innovative tiltag	Prioriterer et tilfældigt samarbejde med medierne, både tryk- og digitale, og fortæller om oplydte og innovative ind bag byggepladserne for egen kundskab til specialiserede tekniske løsninger samt digitale og omstilling.
Myndigheder	Samfundsløsninger Lægning og regulering	Støtter aktivt til at etablere og understøtte et bæredygtigt udvalgt af samfundet i såvel lokal som global ledelse i dialog med myndigheder og er beredte om vores samfundstiltag. Deltager aktivt i uformelle eller uformelle gæsteværksteder, men kommunikerer om vores skatte og leverandører og støber om vores aktiviteter og de gener, det kan forbringe.
Naboer, lokalsamfund og slutbrugere	Lokal ansvar og forankring Hvordan til miljø og omgivelser	Prioriterer rekruttering af lokal arbejdskraft og brug af lokale leverandører og underentreprerører, hvor det er muligt og bæredygtigt og bidrager til lokale økonomier. Informerer berørte og støber om vores aktiviteter og de gener, det kan forbringe. Planlægger og udfører vores projekter, så de belaster miljøet mindst muligt, fx når vi udfører opgravnings og særlige tekniske metoder. Har fokus på bæredygtige løsninger både i udførelsen og under udførelsen.
Per & Lise Aarsleffs Fond	Konstant udvikling og innovation Samfundstiltag	Planlægger konstant udvikling i interesseområde med vores stiftelse, herunder læsninger, sund og fokus på innovation. Gennem fonden støttes desuden almennyttige og almennyttige formål særligt inden for kultur og ideudvikling på teknologiske, tekniske eller videnskabelige områder.
Rådgivere og arkitekter	Projektstyring og innovation Bæredygtigt byggeri	Tæt samarbejde om bæredygtige løsninger med både rådgivere og arkitekter særligt i projekter med tidlig involvering, hvor de gode løsninger, fx materialvalg, udførelsesmetoder, tid og afslutningsføring, søges og udvikles i fællesskab.
Samarbejdspartnere	Innovative og bæredygtige tiltag	Følgeskabet til at opbygge langvarige partnerskaber. Har kompetencer inden for projektskabelser på et niveau, som gør det muligt at opbygge bæredygtige partnerskaber. Støtter og inddrager i partnerskaber og projektsamarbejder, der branchespecifikt og innovativt udvikler nye digitale og bæredygtige løsninger.
Uddannelsesinstitutioner	Uddannelse og samfundstiltag Kundskabsoverførelse Kvalitetssikring	Deltager i jobbaserede karrieredage og besøger de studerende inden for især strukturer, konstruktions- og ingeniørbrancher. Prioriterer et tæt samarbejde med uddannelsesinstitutionerne, bidrager til undervisningen og i udvalgte projekter, investerer på byggepladser og besøg på vores arbejdspladser. Har fokus på vigtigheden af uddannelse af lærlinge og elever til vores branche. Har gangt i karriere- og udviklingsinitiativer, som skal skabe lige muligheder for læring og give vores branche mere attraktiv for kunder.



Diplom - Small- og Mid Cap



AARSLEFF



Nedskrivninger og ophørte aktiviteter



- Klassificeret russiske aktiviteter som ophørende aktiviteter
- Betydeligt løft i oplysningerne om nedskrivningstest
- Konklusionerne tydeligt beskrevet

Introduction / Group news and markets / Business lines / Governance / Financial statements

Divestment of NKT Photonics

In 2022, NKT entered into an agreement to divest NKT Photonics. The closing of the transaction is expected to take place around end-Q1 2023. Together with the previous divestment of its subsidiary LIOS, this completes the review of strategic alternatives for NKT Photonics.

Agreement to divest NKT Photonics
In June 2022, NKT entered into an agreement to divest NKT Photonics to Photonics Management Europe S.P.A., a 100% owned subsidiary of Hamamatsu Photonics K.K., which is a Japanese company engaged in developing photoelectric devices and application products. The transaction has a total enterprise value of approx. EUR 205m.

The closing of the transaction is subject to regulatory approvals being obtained with remaining jurisdictions expected to take place around end-Q1 2023.

The agreement to divest NKT Photonics, together with the previous divestment of the subsidiary LIOS announced in March 2022, concluded the review of strategic alternatives with the objectives of maximizing value creation and positioning both NKT and NKT Photonics for long-term growth.

The divestment marks the final step in the process to fully focus NKT on its core business within power cable solutions, where NKT has ambitions to continue to grow in the coming years. The proceeds from the NKT Photonics divestment will be used to strengthen NKT's balance sheet and enable strategic, organic growth opportunities.

Financial performance in 2022
NKT Photonics' revenues grew organically by 23% in 2022 and increased to EUR 66.5m. The growth was driven by positive development in the Industrial and Medical & Life Science segments with particularly strong sales to semiconductor and ophthalmology customers.

Operational EBITDA in 2022 was EUR 8.8m, up from EUR 15m in 2021. The higher level was driven by the revenue growth, which outweighed higher input costs that impacted earnings negatively in 2022. NKT Photonics posted EBITDA of EUR 14.8m as one-off items were EUR 5.8m. These comprised costs associated with the divestment of EUR 2.2m and the accounting gain of EUR 8.0m related to the divestment of the LIOS sensing business.

For NKT Group, this led to a net result from discontinued operations of EUR 7.3m in 2022, compared to EUR -7.8m in 2021. This was due to the improved EBITDA and lower depreciations as assets held for sale are not depreciated.

In February 2022, NKT Photonics introduced the following financial outlook for 2022: Organic revenue growth of approx. 12-17%, and an EBITDA margin adjusted to operational EBITDA of approx. 11-14%. The outlook was introduced following the accounting gain related to the divestment agreement was signed.

NKT Photonics did better than initial revenue expectations as organic growth was 20%, the operational EBITDA margin was 13.2%.

For accounting and reporting purposes, Photonics is presented as discontinued operations and assets held for sale in this report.

See more detailed financial information of discontinued operations in Section 6.3 on page 47.

Introduction / Group news and markets / Business lines / Governance / Financial statements

Section 3 – Non-current assets and liabilities

3.3 Impairment test – continued

Solutions	Budget period		Terminated period		Services & Accessories	Budget period		Terminated period		NKT Photonics	Budget period		Terminated period	
	2021	2022	2021	2022		2021	2022	2021	2022		2021	2022		
Key assumptions*					Key assumptions*					Key assumptions*				
Average revenue growth rate	13.0%	13.0%	-	-	Average revenue growth rate	4.8%	0.3%	-	-	Average revenue growth rate	10.0%	-	-	-
Average EBITDA margin	12.0%	14.0%	-	-	Average EBITDA margin	21.8%	12.2%	-	-	Average EBITDA margin	18.0%	-	-	-
Growth rate	-	-	1.0%	1.0%	Growth rate	-	2.0%	1.0%	1.0%	Growth rate	-	2.0%	2.0%	2.0%
Average working capital ratio	-45.3%	-25.1%	-	-	Average working capital ratio	32.9%	11.2%	-	-	Average working capital ratio	10.0%	-	-	-
Discount rate after tax	9.0%	8.8%	9.0%	7.8%	Discount rate after tax	8.7%	8.5%	8.7%	7.3%	Discount rate after tax	7.7%	8.7%	8.7%	
Discount rate before tax	10.0%	9.7%	10.0%	8.8%	Discount rate before tax	9.3%	9.0%	9.3%	7.9%	Discount rate before tax	10.1%	11.4%	11.4%	
Sensitivity					Sensitivity					Sensitivity				
Discount rate after tax			50.2%	6.9%	Discount rate after tax			21.4%	25.5%	Discount rate after tax			10.2%	
Growth rate			18.7%	-1.1%	Growth rate			28.2%	91.0%	Growth rate			0.4%	
Change in EBITDA			-81.7%	102.0%	Change in EBITDA			-80.7%	71.1%	Change in EBITDA			-0.1%	

Impairment test – continued

In 2022, the company assessed the recoverability of high-voltage cable assets, maintaining high liquidity, ensuring a high level of safety during the divestment process. Management assessed that NKT will be able to fully realize the benefits of the divestment in power technology over the world. These will be realized through the sale of NKT Photonics in 2023 and the proceeds from the sale will be used to strengthen NKT's balance sheet and enable strategic, organic growth opportunities.

The continued growth in revenue power generation and equipment sales in the Americas, Europe and Asia, together with the high growth in the high-voltage market, led to a strong performance in 2022. The company's revenue growth was 13.0% in 2022, compared to 13.0% in 2021. The company's revenue growth was 13.0% in 2022, compared to 13.0% in 2021. The company's revenue growth was 13.0% in 2022, compared to 13.0% in 2021.

Following the results in 2022, NKT will activate the value of high-voltage assets in relevant markets to stay at a high level for a long term. Management has assessed that NKT's strategy to invest in high-voltage assets will be able to generate higher returns than the current level of investment. The company will continue to invest in high-voltage assets to stay at a high level for a long term.

In 2021, NKT applied an impairment assessment to the high-voltage assets. The assessment was based on the current level of investment. The company will continue to invest in high-voltage assets to stay at a high level for a long term.

Availability to change assumptions

The impairment analysis presented in this report generally will not be revised. However, a change in a given assumption will increase the value to which the related fair value exceeds the carrying amount. Change in some assumptions that increase the carrying amount, and NKT will activate the value of high-voltage assets, is not considered.

An impairment assessment that took changes in the assumptions and the related carrying amount of growth to account the recoverable amount, is however, not in the scope of the impairment test. The carrying amount and the recoverable amount, as a result of the impairment test, will be based on the assumptions presented in this report.

As a result of the impairment assessment, the carrying amount of high-voltage assets will be based on the assumptions presented in this report. The carrying amount and the recoverable amount, as a result of the impairment test, will be based on the assumptions presented in this report.

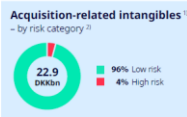
Nedskrivningstest - eksempel fra ISS



3.2 Impairment tests

3.2.1 Impairment test results 2022

The impairment tests of goodwill, customer contracts and brands performed at 31 December 2022 did not result in recognition of impairment losses (2021: DKK 450 million in France).



Except for France, it is management's opinion that excess values in the Group's CGUs are fairly resilient to any likely and reasonable deteriorations in the key assumptions applied.

France is further described on p. 74.

3.2.2 Goodwill and customer contracts

The carrying amounts of intangibles for CGUs representing more than 5% of intangibles, or CGUs considered to be at high risk of impairment are disclosed below.

(DKKbn)	2022			2021		
	Goodwill	Customer contracts	Total	Goodwill	Customer contracts	Total
UK & Ireland	2,362	99	2,461	2,748	121	2,869
US & Canada	2,197	155	2,352	2,008	161	2,229
Finland	2,098	-	2,098	-	-	2,098
Switzerland	1,598	157	1,755	1,334	-	1,334
Denmark	1,620	-	1,620	1,652	-	1,652
Australia & NZ	1,327	2	1,329	1,356	4	1,340
Belgium & Lux.	1,319	-	1,319	1,319	-	1,319
Turkey	848	434	1,282	260	295	555
Norway	1,228	-	1,228	1,295	-	1,295
France	936	-	936	-	-	936
Other	4,717	10	4,727	4,707	16	4,723
Total	20,450	857	21,307	19,753	597	20,350

Key assumptions ¹	Basis for assumption
Revenue growth	<p>Year 1</p> <ul style="list-style-type: none"> Financial forecasts as approved by management <p>Forecasting period (year 2-5)</p> <ul style="list-style-type: none"> Based on expected market development, including maturity and inflation Impact from local and Group initiatives are considered, including key account focus <p>Terminal period</p> <ul style="list-style-type: none"> Long term expectations based on IMF "World Economic Outlook" Not exceeding expected long-term average for the country, including inflation
Operating margin	<p>Year 1</p> <ul style="list-style-type: none"> Financial forecasts as approved by management <p>Forecasting period (year 2-5)</p> <ul style="list-style-type: none"> Impact from local and Group initiatives are considered, including key account focus and investments in technology and the global operating model Restructurings and other local improvement initiatives are considered <p>Terminal period</p> <ul style="list-style-type: none"> Reflects the expected normalised earnings level in the long term
Discount rates (net of tax)	<ul style="list-style-type: none"> Risk-free interest rate based on 10-year government bonds (country-specific) Premium added to adjust for the inconsistency of applying government bonds with a short-term maturity when discounting cash flows with infinite maturity Country specific estimation risk premium added (to reflect possible variations in amounts/terms of the projected cash flow) Equity risk premium: 6.0% (2021: 6.5%) Debt/equity target ratio (market values): 25/75 (2021: 25/75)

¹ The key assumptions applied are used for accounting purposes and should not be considered a forward-looking statement within the meaning of the US Insider Securities (Regulation Act of 1933) and similar laws in other countries regarding regulations to the future (short term).

(DKKbn)	Carrying amount	Risk ¹	Forecasting period			Terminal period			Discount rate, net of tax				
			Growth		Margin ²	Growth		Margin ²	Allowed increase	Pre-tax			
			Avg.	Allowed decrease	Avg.	Allowed decrease	Rate	Allowed decrease			Rate	Allowed decrease	
2022													
UK & Ireland	2,661	Low	4.8%	>4.8%	5.1%	>5.1%	3.0%	>3.0%	6.0%	4.1%	10.2%	8.7%	12.9%
US & Canada	2,352	Low	6.1%	>6.1%	5.8%	>5.8%	3.0%	>3.0%	6.0%	2.7%	10.7%	4.8%	13.9%
Finland	2,098	Low	1.9%	>1.9%	6.2%	5.3%	2.5%	2.5%	6.0%	1.9%	8.6%	1.9%	10.5%
Switzerland	1,755	Low	2.3%	>2.3%	7.5%	>7.5%	2.0%	>2.0%	7.5%	6.9%	7.0%	>7.0%	8.3%
Denmark	1,620	Low	1.6%	>1.6%	6.0%	>6.0%	2.5%	>2.5%	6.5%	2.3%	8.7%	2.6%	10.8%
Australia & NZ	1,329	Low	2.8%	>2.8%	5.6%	>5.6%	2.5%	>2.5%	5.6%	3.7%	9.9%	9.6%	14.1%
Belgium & Lux.	1,319	Low	2.5%	>2.5%	6.2%	>6.2%	2.5%	>2.5%	6.2%	2.5%	9.0%	3.3%	11.6%
Turkey	1,282	Low	36.0%	>17.6%	8.4%	>8.4%	10.0%	>10.0%	8.0%	5.4%	21.9%	10.7%	27.3%
Norway	1,228	Low	2.8%	>2.8%	7.8%	>7.8%	3.0%	>3.0%	7.8%	>7.8%	9.6%	>9.6%	11.8%
France	936	High	1.8%	1.8%	0.2%	1.2%	2.5%	0.7%	5.0%	0.4%	9.4%	0.6%	11.4%
2021													
UK & Ireland	2,869	Low	3.9%	>3.9%	4.6%	>4.6%	2.5%	>2.5%	6.0%	3.8%	8.7%	7.9%	11.3%
US & Canada	2,229	Low	13.1%	>13.1%	6.8%	>6.8%	3.0%	>3.0%	6.8%	4.6%	9.0%	8.7%	11.6%
Finland	2,098	Low	1.7%	>1.7%	6.4%	5.3%	2.0%	1.8%	6.5%	1.5%	7.3%	1.4%	9.1%
Denmark	1,652	Low	11.8%	3.0%	6.2%	3.0%	2.0%	1.3%	6.5%	1.1%	7.7%	1.0%	9.8%
Australia & NZ	1,340	Low	2.2%	>2.2%	6.1%	>6.1%	2.5%	>2.5%	6.1%	4.5%	8.7%	8.7%	12.3%
Switzerland	1,334	Low	1.5%	>1.5%	4.6%	>4.6%	1.5%	>1.5%	6.0%	6.0%	6.0%	>6.0%	7.5%
Belgium & Lux.	1,319	Low	3.6%	-	-	-	-	-	-	-	-	-	-
Norway	1,295	Low	6.0%	-	-	-	-	-	-	-	-	-	-
Sweden	1,010	Low	3.3%	-	-	-	-	-	-	-	-	-	-
France	936	High	1.4%	-	-	-	-	-	-	-	-	-	-

¹ Including allocated corporate costs.
² Risk is assessed based on the estimated return value for the specific CGU.

3.4 Divestments, assets held for sale and discontinued operations

3.4.1 Divestments

In 2022, the strategic divestment programme was successfully completed as we divested our activities in three countries in the first half of the year: Taiwan, Russia and Portugal, as well as two non-core business units, i.e. Waste Management in Hong Kong and Damage Control in the UK.

In November 2022, we also signed an agreement to divest our activities in Brunei - the last country included in the programme. As 31 December 2022, Brunei was therefore the only remaining country classified as held for sale and discontinued operations. The divestment was subsequently completed on 8 February 2023.

Going forward, we will assess the strategic rationale and fit of our business activities on an ongoing basis as part of the Group's ordinary performance reviews. As a result, we may identify new non-core activities to be divested from time to time.

Profit or loss impact
 In 2022, our divestment programme resulted in recognition of a net gain in the profit or loss of DKK 201 million (2021: DKK 593 million) of which DKK 82 million were presented in Other income and expenses (see note 4). All DKK 119 million were recognised in net profit from discontinued operations.

Company/activity	Country	Service type	Exited date	Interest	Annual revenue (DKKbn)	Employees (count)
Waste Management	Hong Kong	Technical	February	100%	134	232
ISS Russia	Russia	Country-wide	April	100%	112	584
ISS Taiwan	Taiwan	Country-wide	April	100%	441	3,092
Damage Control	UK	Technical	May	100%	54	91
ISS Portugal	Portugal	Country-wide	July	100%	396	3,643
Total					1,937	8,122

¹ Included.
² Operational discontinued operations.

Divestment impact
 On 8 February 2023, the Group completed the divestment of our activities in Brunei (presented as assets held for sale and discontinued operations) with an annual revenue of approximately DKK 44 million and 548 employees.

Agart from the divestment described above, the Group signed or completed its divestments from 1 January to 15 February 2023.

Consideration received	1,980	1,548
Cash in divested businesses	107	1,130
Consideration received, net	1,873	1,548
Goodwill and deferred consideration	49	(130)
Divestment costs paid	(52)	(197)
Divestment of businesses (Cash flow)	187	1,191

¹ In addition, DKK 10 million was recognised in Other comprehensive income related to the disposal of an associated long-term equity investment in countries.

3.4.2 Assets held for sale

2022	2021	
Goodwill	11	148
Other non-current assets	12	185
Current liabilities	8	252
Assets held for sale	32	515
Non-current liabilities	-	36
Current liabilities	16	244
Liabilities held for sale	16	280

¹ Included.
² Included: Russia, Portugal, Russia and Taiwan.

Ledelsens kompetencer og arbejde



- Øget information om ansvarsråderne for bestyrelsen og bestyrelsesudvalgene
- Større fokus på, og omtale af, områder indenfor bæredygtighed
- Ledelsesmedlemmernes kompetencer

Corporate governance

Introduction | **Highlights** | **Business** | **Mining business** | **Green business** | **Non-GM activities** | **Financial performance** | **Remuneration** | **Financial statements**

Shareholders

Board of Directors

Chairman	Chairman Elect
Christine Nørgaard	Christine Nørgaard
Members	Members
Group Executive Management	Group Executive Management
Group CEO	Group CEO

Management structure

General Meeting

Board of Directors

Group Executive Management

Group CEO

Remuneration

Introduction | **Highlights** | **Business** | **Mining business** | **Green business** | **Non-GM activities** | **Financial performance** | **Remuneration** | **Financial statements**

Remuneration of the Board of Directors

Remuneration of Group Executive Management

Remuneration of the Board of Directors, DKK

2022	2021
0.4	0.4
0.4	0.4
0.4	0.4

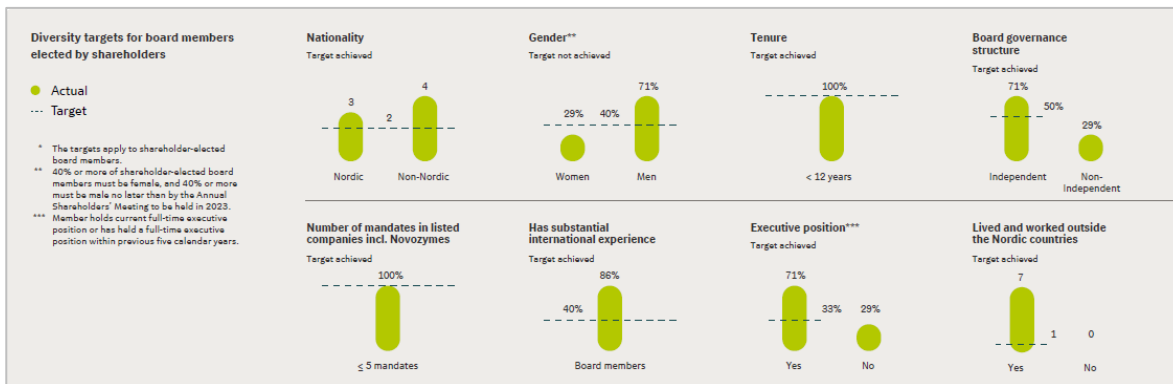
Remuneration of Executive Management registered with the Danish Business Authority, DKK


2022	2021
0.4	0.4
0.4	0.4
0.4	0.4

Board competencies

	CEO (operational) experience	Finance, Audit Committee, Accounting, Treasury	Strategy Development	M&As, Joint ventures, Alliances	Capital markets, Listed company experience	Risk Management, Legal, Compliance	HR, Total Rewards & Labour	Safety, Health, Environment, Sustainability	Digital transformation, Technology advancement	Cement and Mining Industry Knowledge/ Experience	Commercial and Project excellence	Related Industrial experience	Service, Aftermarket experience
Board of directors													
Tam Knutzen (Chair)	X	X	X	X	X							X	
Mads Nipper (Vice Chair)	X		X		X			X	X		X		
Richard Robinson Smith	X		X		X			X	X			X	
Anne Louise Eberhard		X		X	X	X		X	X		X		
Gillian Dawn Winckler	X	X			X		X	X	X				
Thrasvoulos Moraitis	X		X		X			X	X				
Claus Østergaard (employee-elected)									X	X			X
Loif Gundtoft (employee-elected)									X	X			X
Carsten Hansen (employee-elected)									X	X			X

Ledelsens kompetencer og arbejde - eksempel fra Novozymes





Jørgen Buhl Rasmussen

Special competencies
 Extensive international business and management experience, specifically within sales, marketing, branding, acquisitions, and financial and accounting expertise across many businesses, sectors, and geographies, as well as working across diverse teams.

Improving sustainability integration into corporate goals and commitments, board governance and diversity. Ensuring a broad perspective on sustainability, recognizing that climate change is one immediate challenge, but keeping other issues in mind.

Evaluation of the Board of Directors
 The Board of Directors conduct an annual evaluation, and every three years, the evaluation is conducted by an external third party, last time being in 2021. In 2022, the evaluation of the Board of Directors was conducted by the Chair who interviewed each member of the Board and the Executive Leadership Team. The evaluation revealed an overall good performance by the Board and good collaboration between the Board the Executive Leadership Team. The recommendations from the interviews included continuing the strong focus on BioHealth and Human Nutrition, maintaining a good balance between working in the board committees versus the full Board of Directors, and ensuring a continued interplay between sustainability, culture, business investments and prioritizations. In addition, the Board continued to focus on the results from the external evaluation from 2021.

Ledelsens kompetencer og arbejde - eksempel fra ISS



Our governance structure

Board of Directors

Responsible for the overall management and strategy of the Group, including:

- strategic plan and financial projections
- appointing ERM members
- supervising the activities of the Group
- reviewing the financial position and capital resources to ensure that these are adequate

2022 Committee activity

Audit and Risk Committee
held 7 meetings in 2022 and continued to focus on:

- evaluating the external financial reporting significant accounting policies as well as significant accounting estimates and judgments related to items such as impairment tests, derivatives, identifiable intangible assets and related customer receivables
- reviewing and monitoring the Group's risk management, internal controls, Speak Up (whistleblower) system and business integrity
- monitoring the Group's internal audit function
- reviewing the Group's internal audit function
- reviewing and considering the relationship with the independent auditor, including the audit process and the auditor's long form audit report, and recommending on Management of Auditors

The Board receives a monthly financial reporting package and is involved on important matters in between board meetings.

The Board held 11 meetings in 2022.

Board fees, pp. 44-45

Remuneration Committee
held 7 meetings in 2022 and continued to focus on:

- assisting in reviewing the remuneration policy and guidelines on incentive pay
- recommending the remuneration of Board and ERM members and approving remuneration of ERM

Nominations Committee
held 6 meetings in 2022 and continued to focus on:

- assisting in ensuring that appropriate plans and processes are in place for the nomination of candidates to the Board and the ERM
- evaluating the composition of the Board and the ERM
- recommending nomination or appointment of Board, ERM and Board Committee members

Transaction Committee
held 3 meetings in 2022 and continued to focus on:

- reviewing the M&A strategy
- reviewing and making recommendations on certain large acquisitions, divestments and customer contracts
- following and considering large transactions, including reviewing related M&A procedures
- reviewing material new financing, refinancing or material variation of existing financing and proposals for equity or debt issuance

Executive Group Management

Responsible for the day-to-day management of the Group, including:

- developing and implementing strategic initiatives and Group policies
- designing and developing the organisational structure
- monitoring Group performance
- evaluating and resolving investments, acquisitions, divestments and large customer contracts
- advising whether the Group has adequate capital resources and liquidity to meet its existing and future liabilities
- establishing procedures for accounting, IT operations, risk management and internal controls

ISS has established a number of committees, including Sustainability, Remuneration, IT & Digitalisation, Business Integrity, Data, Disclosure, Product & Platform and Transaction Committees.

ERM fees, pp. 46-47

OUR GOVERNANCE 43



Country leadership

Country leadership teams are set up under each relevant country at www.iss.com

Board diversity

- members elected at the annual general meeting

Gender balance - target: 40%



Nationalities



EGM diversity

Gender balance



Nationalities



OUR GOVERNANCE 41

Special competencies

- 100% Strategy and value creation
- 100% Leadership of large international multicultural companies
- 67% Corporate responsibility and sustainability
- 67% Transformational change and operational alignment
- 50% Finance, accounting and tax
- 50% IT, technology and digitalisation
- 50% Investors and capital markets
- 50% Risk management
- 33% Sales and marketing, incl. complex, large-scale sales processes
- 50% People development, succession planning, diversity and remuneration
- 33% International service industry

MEET THE

Board of Directors



Mats Smedegaard (1952)
Chair
Gender Male
First elected (and re-elected): April 2021 (2023)

ISS committees

- Remuneration committee (C)
- Nominations committee
- Transaction committee

Board and management positions

- CEO (ISS Group)
- CEO ISS (ISS)
- CEO ISS (ISS)

Special competencies

- Strategy and value creation
- Leadership of large international multicultural companies
- Transformational change and operational alignment
- Risk management
- Corporate responsibility and sustainability



Lars Petersen (1955)
Finance Chair
Gender Male
First elected (and re-elected): April 2021 (2023)

ISS committees

- Transaction committee
- Remuneration committee
- Transaction committee

Board and management positions

- CFO (ISS Group)
- CEO ISS (ISS)
- CEO ISS (ISS)

Special competencies

- Strategy and value creation
- Leadership of large international multicultural companies
- Transformational change and operational alignment
- Risk management
- Corporate responsibility and sustainability



Kelly Kahn (1975)
Board member
Gender Male
First elected (and re-elected): April 2021 (2023)

ISS committees

- Remuneration committee
- Remuneration committee

Board and management positions

- CFO (ISS Group)
- CEO ISS (ISS)
- CEO ISS (ISS)

Special competencies

- International service industry
- Strategy and value creation
- Leadership of large international multicultural companies
- Transformational change and operational alignment
- Risk management
- Corporate responsibility and sustainability



Søren Thorgeg Petersen (1953)
Board member
Gender Male
First elected (and re-elected): April 2021 (2023)

ISS committees

- Audit and risk committee
- Audit and risk committee

Board and management positions

- CEO ISS (ISS)
- CEO ISS (ISS)
- CEO ISS (ISS)

Special competencies

- People development, succession planning, diversity and remuneration
- Sales and marketing, including complex large-scale sales processes
- Corporate responsibility and sustainability
- Risk management
- Corporate responsibility and sustainability



Lars Petersen (1953)
Chair
Gender Male
First elected (and re-elected): April 2021 (2023)

ISS committees

- Audit and risk committee
- Audit and risk committee

Board and management positions

- CEO ISS (ISS)
- CEO ISS (ISS)
- CEO ISS (ISS)

Special competencies

- People development, succession planning, diversity and remuneration
- Sales and marketing, including complex large-scale sales processes
- Corporate responsibility and sustainability
- Risk management
- Corporate responsibility and sustainability

Board changes

All the annual general meetings on 7 April 2022:

- Lars Petersen was appointed as the new Board member
- Prevedal Deputy Chair Henrik Prevedal stepped down

The Board elected and re-elected the following: Mats Smedegaard as Chair and Lars Petersen as Deputy Chair

At the end of June 2022, Søren Thorgeg Petersen stepped down as a member of the Board

Chair: Lars Petersen
Deputy Chair: Henrik Prevedal
Supervisory Board member: Mats Smedegaard
Supervisory Board member: Lars Petersen
Supervisory Board member: Søren Thorgeg Petersen
Supervisory Board member: Henrik Prevedal

ISS committees
Audit and risk committee: Lars Petersen, Søren Thorgeg Petersen
Remuneration and Nominations Committee: Lars Petersen, Søren Thorgeg Petersen
Transaction Committee: Lars Petersen, Søren Thorgeg Petersen

Full lists are available [here](#)

Dommerkomiteen ser gerne...

- Fortsat udvikling af afsnit og elementer om bæredygtighed
 - Begyndende arbejde med dobbelt væsentlighed
 - Længere horisont der kigger ud over det kommende år – og integreret i flere afsnit
- Fokus på inter-connectivitet
- Klare beskrivelse af bæredygtighed i risikoafsnit samt betydningen for års- og koncernregnskabet

HUSK

Udvikling af års- og koncernregnskabet

Mange relevante IFRS standarder og emner, der rører sig

ÅRSRAPPORTPRISEN 2023

Motivering

ÅRSRAPPORTPRISEN 2023

Dommerkomitéens overvejelser

Henrik Grønnegaard

Statsaut. revisor

på vegne af dommerkomiteen

Spørgsmål / afstemninger:

Slido.com

#Aarsrapportpris2023

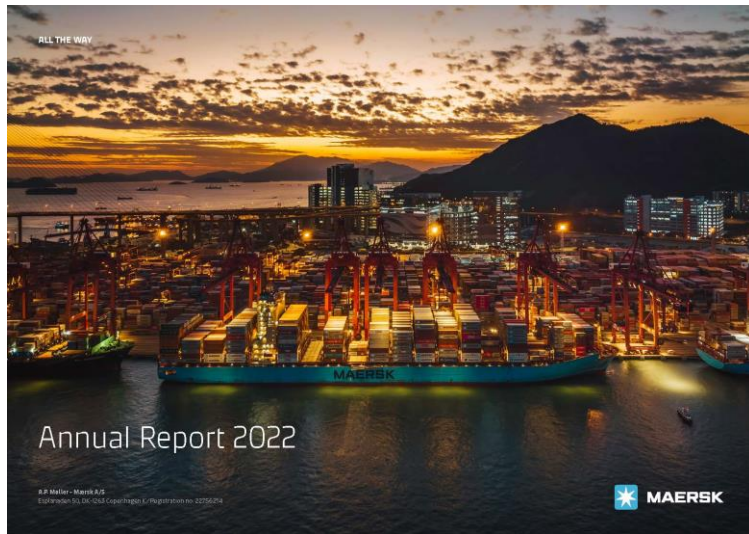


Årsrapportprisen 2023 – Kriterier

- **Kommunikation om risikobillede**, herunder ustabile markedsforhold og geopolitiske udfordringer
- **Informationer om bæredygtighed** i sammenhæng med strategi, forretningsmodel og virksomhedens udvikling
- **Indvirkning på års- og koncernregnskabet** af ændringer i risikobilledet og de udøvede skøn, effekt på pengestrømme mv



Årsrapportprisen 2023 – Tæt på ...



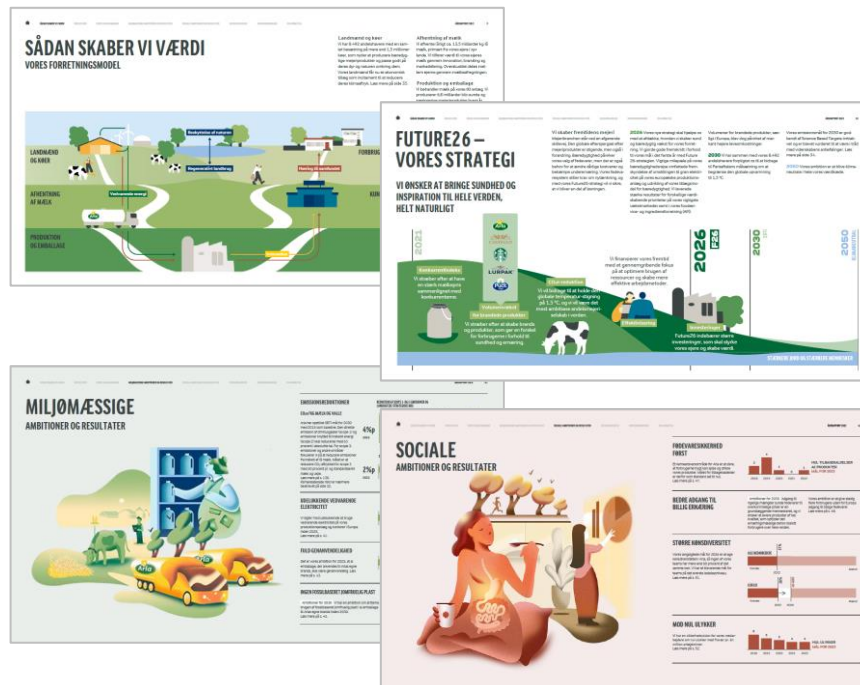
Årsrapportprisen 2023 – Nominerede



Årsrapportprisen 2023 - Arla



- Illustrationen af forretningsmodellen og strategien omfatter både kerneforretningen og relevante ESG-forhold
- Afsnit om miljømæssige og sociale ambitioner og resultater
- Meget konkrete om mål, tiltag og de forventede finansielle effekter
- Forventninger for 2023 omfatter også emissionsreduktioner



Årsrapportprisen 2023 - Arla

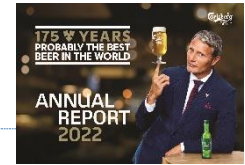


- Klar beskrivelse af et volatilt marked, inflationens indvirkning på efterspørgslen og udvikling i energi- og mælkepriser
- Risikoafsnittet omfatter også klimarelaterede risici. Alle risici beskrives detaljeret
- Note omtaler betydningen af de særlige forhold i 2022 på sammenligneligheden og værdiansættelse
- Klimarelaterede risici i koncernregnskabet

The collage displays several pages from the Arla Annual Report 2022:

- AGIL NAVIGERING I ET VOLATILT MARKED:** A page featuring a portrait of Torben Sank Nielsen and several bar charts showing performance metrics. Key figures include 55.1 for 'AGILITETSINDIKATOR', 13.8 for 'VÆKST I NEDLÅST EFTERSPØRGSEL', and -3.2% for 'VÆKST I NEDLÅST EFTERSPØRGSEL PÅ 12 MÅNEDER (KORREKTUR)'. It also shows 'RESERVATION AF EGET 1. OG 2. TRIMESTER' at 4% and 2% respectively.
- HØJDEPUNKTER FOR 2022:** A page with a large landscape image and text highlighting key achievements, including a '52,0 EUR-CENT/KG' price point.
- INTRODUCTION TIL NOTER:** A page providing an overview of the report's structure and key messages.
- ARLAS RISIKOPOSITION:** A page with two bubble charts comparing 'ARLA' and 'INDV. SÅR' across 'RISIKO' and 'MULIGHED' axes. It includes a table of 'VÆSENTLIGE RISICI' and 'KIMARELEREDE RISICI'.
- Klimarelaterede risici i koncernregnskabet:** A detailed section discussing climate risks, mentioning the 'ARLA Lædeban' and 'Miljømæssige ambitioner og resultater på side 33-44'.

Årsrapportprisen 2023 - Carlsberg



- **Kronologisk opstilling af de væsentligste begivenheder**
- **Klar beskrivelse af håndteringen af et turbulent år – geopolitisk, kommercielt og i lancering af ny strategi**
- **Effekt af eftervirkninger fra Covid-19**
- **Risikoafsnittet omhandler markedsøkonomi, forbrugerpriselasticitet og forstyrrelser i leverandørkæden samt klimarelaterede risici**
- **Værdiskabelse for aktionærer, medarbejdere og samfund**

2022 HIGHLIGHTS

KEY EVENTS DURING 2022

2022 was an eventful year for us, with the headline that it has been the best year for the business performance. Sustainability being a key focus and initiatives were carried out during the year.

SAFETY
We have spent a lot of time on safety during the year. We have been successful in maintaining a safe working environment for our employees and customers.

MARK & UPGRADE
We have upgraded our marketing strategy and focused on digital marketing. We have also upgraded our product portfolio to meet the needs of our customers.

NEW BUSINESS
We have entered new markets and launched new products. We have also focused on expanding our presence in emerging markets.

FINANCIAL
We have achieved our financial targets and maintained a strong balance sheet. We have also focused on improving our operational efficiency.

ENVIRONMENTAL
We have focused on reducing our carbon footprint and improving our environmental performance. We have also implemented various sustainability initiatives.

SOCIETY
We have focused on supporting our communities and promoting social responsibility. We have also implemented various social initiatives.

NAVIGATING 2022

MANAGING A TURBULENT YEAR

2022 was a year of immense challenges for us, with the headline that it has been the best year for the business performance. Sustainability being a key focus and initiatives were carried out during the year.

We have managed to navigate through a turbulent year by focusing on our core business and maintaining a strong balance sheet. We have also focused on improving our operational efficiency and reducing our carbon footprint.

Our strategy for 2023 is to continue to focus on our core business and maintain a strong balance sheet. We will also continue to focus on improving our operational efficiency and reducing our carbon footprint.

RUSSIAN OPERATIONS HELD FOR SALE

EXECUTING DISPOSAL

On 28 March, we announced the disposal of our Russian operations. The disposal is expected to be completed by the end of the year.

The disposal of our Russian operations is a key strategic initiative for us. It allows us to focus on our core business and maintain a strong balance sheet. We will also continue to focus on improving our operational efficiency and reducing our carbon footprint.

CENTRAL & EASTERN EUROPE

A DIFFICULT YEAR AFFECTED BY THE WAR

Central and Eastern Europe was a difficult year for us, with the headline that it has been the best year for the business performance. Sustainability being a key focus and initiatives were carried out during the year.

The war in Ukraine has had a significant impact on our business in Central and Eastern Europe. We have focused on maintaining our presence in the region and supporting our customers. We will continue to focus on improving our operational efficiency and reducing our carbon footprint.

	2022	2021	2020	2019	2018
Revenue	1,234	1,123	1,012	901	890
Operating Profit	234	212	190	178	167
Net Profit	123	112	101	90	89
Operating Profit Margin	19%	19%	19%	20%	19%
Net Profit Margin	10%	10%	10%	10%	10%

CREATING VALUE FOR ALL OUR STAKEHOLDERS

SHAREHOLDERS

- Organic revenue growth of 3-5% CAGR
- Organic operating growth above revenue growth
- Continued ROIC focus
- Disciplined capital allocation
- Ambitious sustainability targets

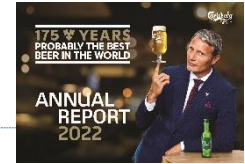
EMPLOYEES

- A purpose-led and performance-driven company with strong development opportunities and engagement
- An attractive, diverse and inclusive workplace
- Strong brands, quality products and ambitious sustainability efforts to be proud of

SOCIETY

- Championing sustainability in our journey Together Towards ZERO and Beyond
- Enabling the Carlsberg Foundation to invest in science, art and culture
- Partnering with communities and contributing to prosperity in the markets in which we operate

Årsrapportprisen 2023 - Carlsberg



- Meget høj kompleksitet i de regnskabsmæssige effekter – håndteret med et højt informationsniveau
- Udskillelse af russiske aktiviteter som aktier bestemt for salg medfører nedskrivning af udskilte aktiviteter
- Nedskrivningstest af fortsættende aktiviteter i Central- og Østeuropa
- Gode noter om pris- og renteudviklingen, sikring af råvarepriser og eksponeringer på valuta-, kredit- og renterisici med følsomheder

SECTION 5

DISCONTINUED OPERATIONS, ACQUISITIONS, DISPOSALS AND ASSOCIATES

Russian operations held for sale

DISCONTINUED OPERATIONS AND DISPOSAL GROUP HELD FOR SALE

Analysis of net assets from Russian operations held for sale

Item	2022	2021
Goodwill	2,000	2,000
Intangible assets	1,000	1,000
Property, plant and equipment	1,000	1,000
Financial assets	1,000	1,000
Other assets	1,000	1,000
Liabilities	(1,000)	(1,000)
Net assets	3,000	3,000

DISCONTINUED OPERATIONS AND DISPOSAL GROUP HELD FOR SALE

Item	2022	2021
Goodwill	2,000	2,000
Intangible assets	1,000	1,000
Property, plant and equipment	1,000	1,000
Financial assets	1,000	1,000
Other assets	1,000	1,000
Liabilities	(1,000)	(1,000)
Net assets	3,000	3,000

Commodity price risks are, in particular, associated with essential natural liquid materials, such as malt (barley), corn (maize), sugar and glycol and plastic (PET) bottles. The management of commodity price risks is coordinated centrally and aimed at achieving stable and predictable prices in the medium term.

As the underlying markets for the specified categories vary, so does the way in which they are hedged against price increases.

The most common form of hedging is fixed-price purchase agreements with suppliers in local currencies.

For barley and aluminum, the two most significant commodity exposures, Group policy is to have a minimum of 70% hedged for a given year no later than at the end of the first quarter of the previous year, with a target hedge ratio of 90% at the beginning of the year in question.

A significant part of the Group's barley exposure through existing (or expected) the exp in the C for cars based in London in 2022, using the same applied in 2021. The amount

Hedging of raw material price risk

Commodity	Change	Effect on OCI	Taxes paid/received	Average price (DKK)		
				2022	2021	2020
Aluminum	-0%	381	18,454	18,204	18,204	22,848
Energy	-0%	33	89,442	8,742	85,442	89,442

IMPAIRMENT

Goodwill impairment tests are performed annually, or more frequently if there are indications that impairment may exist. The tests are performed by comparing the carrying amount of the cash-generating unit with its recoverable amount. The recoverable amount is the maximum of the fair value less costs of disposal and the value in use.

NEW SEGMENTATION FOR 2022

The Group's segmentation and regional split of entities changed following the Group's decision to seek full disposal of the Russian business and exclude it from the Central & Eastern Europe region. The composition of CGUs changed accordingly, with goodwill of DKK 9,55m previously allocated to Russia being transferred to assets in disposal group held for sale, cf. section 5.3.

The carrying amount of goodwill allocated to groups of CGUs

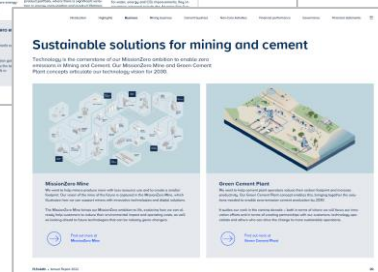
Group	2022	2021
Western Europe	20,324	20,185
Asia	15,258	15,093
Central & Eastern Europe	2,954	16,756
Total	38,536	52,034

Estimating expected cash flow involves developing multiple probability-weighted scenarios to reflect different outcomes in terms of timing and amount. Measurement of the forecast period growth rates reflects risk adjustments made to calculate the expected cash flows.

Årsrapportprisen 2023 - FLSmidth



- Klar beskrivelse af ny strategi og forretningsmodel, som uddybes for hvert segment
- Ny segmentstruktur, herunder for Non-core aktiviteter
- Visioner for bæredygtighed, herunder andelen af forsknings- og udviklingsomkostninger dedikeret til bæredygtighed
- God beskrivelse af taksonomien, alignment og nøgletal



Årsrapportprisen 2023 - ISS



- **Fokuseret ledelsesberetning** med god brug af temasider
- **Tydlig beskrivelse** af geopolitiske og økonomiske udfordringer, herunder af den øgede inflation og af hyperinflation i Tyrkiet
- **Klar beskrivelse** af markedspotentiale og langsigtede mål samt kapitalallokering
- **Præsentation** af bestyrelsens arbejde og grafik på ledelsens kompetencer og diversitet



Årsrapportprisen 2023 - ISS



- **Koncernregnskab** af meget høj kvalitet og med meget konkrete noter
- **Noterne** indledes med en beskrivelse af de væsentligste begivenheder
Opdelt på de makro-økonomiske forhold, krigen i Ukraine, det strategiske frasalgsprogram og hyperinflation i Tyrkiet
- **Regnskabsmæssige overvejelser** om cloud-baserede aftaler
- **Højt informationsniveau** om impairment test og med fordeling af omsætning og anlægsaktiver på lande

Significant changes and events

In 2023, the Group's financial and financial position was affected by significant changes and events. The main changes and events are described in the following sections.

Business structure
In 2023, the Group's business structure was affected by significant changes and events. The main changes and events are described in the following sections.

Government programs
The Group has participated in various government programs. The main programs are described in the following sections.

Hyperinflation in Turkey
The Group's financial and financial position in Turkey was significantly affected by hyperinflation. The main changes and events are described in the following sections.

Estimates and judgements

Area	Significant estimate and judgement	Measurement	Risk
Revenue	Revenue is recognized when control of the goods or services is transferred to the customer. The timing of revenue recognition is dependent on the terms of the contract.	Revenue	Revenue
Goodwill	Goodwill is measured as the excess of the purchase price over the identifiable intangible assets acquired in a business combination.	Goodwill	Goodwill
Impairment of intangible assets	Intangible assets are tested for impairment annually, or more frequently if indicators of impairment exist.	Intangible assets	Intangible assets
Provisions	Provisions are recognized when a liability or asset of uncertain amount or timing has been incurred or arises as a result of a past event.	Provisions	Provisions
Income tax	Income tax is recognized based on the tax laws of the countries in which the Group operates.	Income tax	Income tax
Share-based payments	Share-based payments are measured based on the fair value of the equity instruments granted.	Share-based payments	Share-based payments

1.2 Revenue

1.2.1 Generalized obligations
Revenue is performed from rendering of services and facility service solutions. Our services are provided at the customer's site on a daily basis continuously over the term of the contract. The customer simultaneously receives and consumes the benefits provided by the Group. Thus, performance obligations are satisfied over time.

1.2.2 Disaggregation of revenue
Aligned with our strategy to focus on key accounts in three geographies, where we deliver our core services, we disaggregate revenue based on:

- customer category;
- services; and
- geographical region.

Revenue is split between portfolio and projects and above-base work with the rest mostly stemming from portfolio revenue, approx. 82% (2022: 81%).

We believe that these best depict how the nature, amount, timing and uncertainty of our revenue split with flows are affected by economic factors.

Customer category	2022	2021
Key accounts	54,000	49,200
Large and medium (Small and medium-sized)	12,000	12,900
Other	6,400	4,700
Total	72,400	71,300

Portfolio revenue comprises revenue from contracts with customers that is contractually agreed (comprised of) projects and orders. To the extent that we are obligated to render on a recurring basis over the term of the contract, revenue from projects and above-base working capital projects is recognized on a non-recurring basis and agreed separately with the customer.

Customer category	2022	2021
Office-based	30,400	30,000
Production-based	10,000	9,000
Health care	10,000	9,000
Other	12,000	13,300
Total	72,400	71,300

Our services

Service	2022	2021
Cleaning	34,000	34,000
Facilities	10,000	10,000
Retail	10,000	10,000
Manufacture, incl. Other	18,400	17,300
Total	72,400	71,300

Disaggregation of revenue based on geographical region is disclosed in 1.1, Segments.

3.2 Impairment tests

3.2.1 Impairment test results 2022
The impairment tests of goodwill, customer contracts and intangible assets performed at 31 December 2022 did not result in recognition of impairment losses (2021: DKK 400 million in impairment).

Except for France, it is management's opinion that excess values in the Group's CGUs are fairly reflected in any fairly and reasonably determined values in the key assumptions applied.

France is further described on p. 74.

Acquisition-related intangibles
- by risk category

229 Mln DKK

- 94% Low risk
- 4% High risk

1 Complete goodwill, customer contracts and intangibles
2 Impairment losses
3 Impairment losses of intangible assets

3.2.2 Goodwill and customer contracts
The carrying amounts of intangibles for CGUs representing more than 1% of intangible or CGUs considered to be at high risk of impairment are disclosed below.

CGU	2022	2021
Goodwill	887	897
Customer contracts	12,207	12,207
Total	13,094	13,104

Key assumptions

Risks for assumption

Goodwill

- Market forecasts as applied by management
- Management projections
- Based on expected market developments, including inflation and industry developments
- Based on local and Group intangible assets, including intangible assets
- Intangible assets
- A long-term expectation based on the "World Economic Outlook"
- Not including expected long-term gain for the country holding intangibles

Customer contracts

- Market forecasts as applied by management
- Management projections
- Based on expected market developments, including inflation and industry developments
- Based on local and Group intangible assets, including intangible assets
- Intangible assets
- A long-term expectation based on the "World Economic Outlook"
- Not including expected long-term gain for the country holding intangibles

3.4.3 Discontinued operations
Discontinued operations are presented in a separate section in the income statement.

CGU	2022	2021
Office	300	300
Production	300	300
Health care	300	300
Other	300	300
Total	1,200	1,200

Discontinued operations

- Office
- Production
- Health care
- Other
- Manufacture
- Construction
- Energy
- Transport
- Retail
- Manufacture
- Health care
- Office
- Retail
- Manufacture
- Health care
- Office

Discontinued operations

CGU	2022	2021
Operating profit	20	20
Operating loss	(10)	(10)
Operating profit	10	10
Operating loss	(5)	(5)
Total	15	15

Our net operating profit of DKK 15 million was mainly related to France and Portugal. Any change in accumulated foreign exchange differences and currency fluctuations is mainly related to the net operating profit of DKK 15 million in 2022 and 2021.

PANEL DISKUSSION

De nominerede virksomheder

Panelists:

Torben Dahl Nyholm, CFO, Arla Foods

Roland Andersen, CFO, FLSmidth

Spørgsmål / afstemninger:

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PANEL DISKUSSION

De nominerede virksomheder

Panelists:

Andreas Mailand, Senior Director, Carlsberg

Pernille Benborg, Head of Group Compliance & Financial Controlling, ISS

Spørgsmål / afstemninger:

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Vinder af Årsrapportprisen 2023



AFSLUTNING

Emil Fannikke Kiær, politisk direktør
DI