schouw&co

# Interim report for Q1 2024

Company announcement no. 26
30 April 2024

**Aktieselskabet Schouw & Co.** · Chr. Filtenborgs Plads 1 · 8000 Aarhus C · Denmark · Comp. reg. no. 63965812

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## Interim report

# MANAGEMENT'S REPORT

## A word from our CEO

# A solid start to 2024

Schouw & Co. and in particular BioMar, our fish feed business and the largest company in our portfolio, were both off to a good start to 2024.

Both earnings and cash flows from operations were notably higher than in the same quarter of last year, while revenue declined due to lower prices of raw materials and components. This translated into a significant EBITDA margin increase.

In view of the good start to the year, we are cautiously optimistic and upgrade our EBITDA guidance. However, the global uncertainty with geopolitical conflicts, supply chain tension and challenged economies continues to affect our businesses in terms of activity levels and prospects.

At Schouw & Co., we remain focused on enhancing operating income and generating cash flows from operations in all our portfolio companies, which are also facing reduced capital expenditure requirements compared to the past few years.

Jens Bjerg Sørensen, President and CEO

## Quarterly highlights

**7.9**
DKKbn revenue – 9% reduction

**652**
DKKm EBITDA – 28% increase

**171**
DKKm cash flows from operations – DKK 266m increase

**6.18**
DKK earnings per share – 45% increase

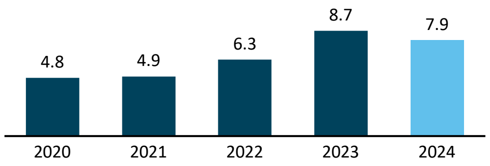
**13.5%**
ROIC excluding goodwill – 2.2 pp increase

**+60**
DKKm upgrade of full-year EBITDA guidance

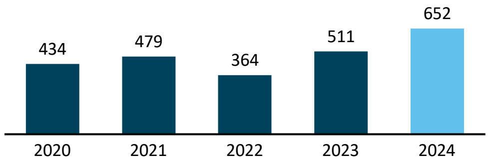
# Financial highlights

| Group summary (DKKm) | YTD 2024 | YTD 2023 | FY 2023 |
|---|---|---|---|
| **REVENUE AND INCOME** | | | |
| Revenue | 7,882 | 8,678 | 37,210 |
| Operating profit before depreciation/amortisation (EBITDA) | 652 | 511 | 2,849 |
| Depreciation, amortisation and impairment | 277 | 267 | 1,121 |
| EBIT | 374 | 244 | 1,727 |
| Profit/loss after tax in associates and joint ventures | 5 | 0 | 8 |
| Net financial items | -146 | -81 | -369 |
| Profit before tax | 233 | 163 | 1,367 |
| Profit for the period | 146 | 109 | 991 |
| **CASH FLOWS** | | | |
| Cash flows from operating activities | 171 | -96 | 1,777 |
| Cash flows from investing activities | -173 | -580 | -1,521 |
| Of which investment in property, plant and equipment | -180 | -214 | -819 |
| Cash flows from financing activities | 163 | 665 | -367 |
| Cash flows for the period | 160 | -11 | -111 |
| **INVESTED CAPITAL AND FINANCING** | | | |
| Invested capital (ex. goodwill) | 15,696 | 15,595 | 15,648 |
| Total assets | 27,901 | 29,020 | 27,896 |
| Working capital | 7,415 | 7,408 | 7,225 |
| Net interest-bearing debt (NIBD) | 6,423 | 6,550 | 6,339 |
| Share of equity attributable to shareholders of Schouw & Co. | 10,688 | 10,354 | 10,656 |
| Non-controlling interests | 895 | 889 | 900 |
| Total equity | 11,583 | 11,243 | 11,556 |
| **FINANCIAL KEY FIGURES** | | | |
| EBITDA margin (%) | 8.3 | 5.9 | 7.7 |
| EBIT margin (%) | 4.7 | 2.8 | 4.6 |
| EBT margin (%) | 3.0 | 1.9 | 3.7 |
| Return on equity (%) | 9.3 | 8.4 | 8.9 |
| Equity ratio (%) | 41.5 | 38.7 | 41.4 |
| ROIC excluding goodwill (%) | 13.5 | 11.4 | 12.8 |
| ROIC including goodwill (%) | 11.4 | 9.5 | 10.7 |
| NIBD/EBITDA ratio | 2.1 | 2.5 | 2.2 |
| Average no. of employees | 15,095 | 15,314 | 15,488 |
| **PER SHARE DATA** | | | |
| Earnings per share (of DKK 10) | 6.18 | 4.27 | 39.78 |
| Diluted earnings per share (of DKK 10) | 6.17 | 4.26 | 39.76 |
| Net asset value per share (of DKK 10) | 457.80 | 440.13 | 454.17 |
| Share price, end of period (per share DKK 10) | 532.00 | 575.00 | 553.00 |
| Price/Net asset value | 1.16 | 1.31 | 1.22 |
| Market capitalisation, end of period | 12,421 | 13,527 | 12,975 |

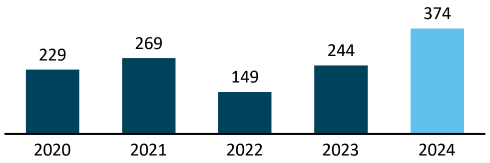
**Revenue, first quarter**
DKKbn



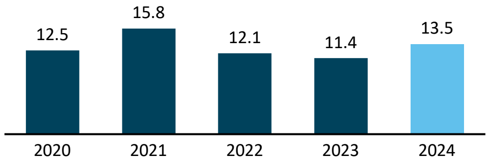

**EBITDA, first quarter**
DKKm




**EBIT, first quarter**
DKKm




**Return on invested capital, first quarter**
ROIC excluding goodwill



## Interim report – First quarter 2024

# Strong EBITDA and improved cash flows

As expected, consolidated revenue for Q1 2024 was down on the year before, driven by a combination of lower prices and a drop in volume sales. EBITDA, on the other hand, increased strongly with BioMar as the main contributor, and cash flows from operations improved as well.

**Financial review**
Given the performance for Q1 2024, the Schouw & Co. Group has had a very good start to the year, the main contributor being BioMar, which is also the Group's largest business.

Going into 2024, the Group's full-year guidance was affected by the many changes to the global economy and severe geopolitical tensions, all of which are causing uncertainty in several of the international markets of importance to Schouw & Co. sales. Several of these changes did in fact materialise in the past quarter, but within the expected ranges, enabling the Group's businesses to act appropriately and with a long-term perspective.

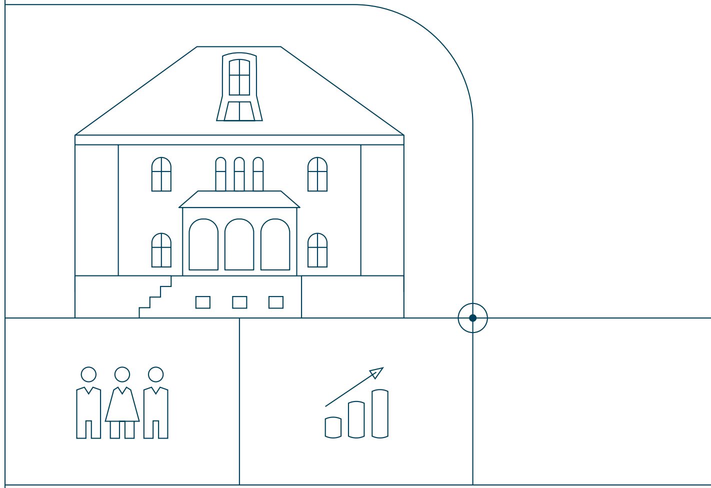
Consolidated revenue for Q1 2024 fell by 9% to DKK 7,882 million, which was expected. The decline was generally driven by a combination of lower prices and reduced volume sales. The revenue setback was attributable to BioMar and GPV and, to a lesser extent, Fibertex Personal Care and HydraSpecma, while Borg Automotive and Fibertex Nonwovens both grew revenue in the first quarter.

Consolidated EBITDA for Q1 2024 was up by 28% to DKK 652 million, with BioMar as the predominant contributor to the increase. In addition, Borg Automotive and Fibertex Nonwovens both reported year-on-year growth in earnings, while the other businesses reported EBITDA down on Q1 2023.

Associates and joint ventures, which are recognised at a share of profit or loss after tax, contributed a DKK 5 million profit for Q1 2024 compared with a breakeven result in Q1 2023.

The Group's net financial expenses increased from DKK 81 million in Q1 2023 to DKK 146 million in Q1 2024. The amount breaks down into an increase in net interest expenses from DKK 67 million in Q1 2023 to DKK 116 million in Q1 2024, while foreign exchange adjustments etc. amounted to an expense of DKK 30 million in Q1 2024 compared with an expense of DKK 14 million in Q1 2023. Net financial expenses were in line with expectations, disregarding the negative effect of foreign exchange adjustments etc., which had not been factored into the previous guidance.

The consolidated profit before tax increased to DKK 233 million for Q1 2024 from DKK 163 million in Q1 2023. The profit before tax for the first quarter resulted in corporate



| **Quarter** (DKKm) | Q1 2024 | Q1 2023 | Change | |
|---|---|---|---|---|
| Revenue | 7,882 | 8,678 | -796 | -9% |
| EBITDA | 652 | 511 | 141 | 28% |
| EBIT | 374 | 244 | 131 | 54% |
| Income from associates etc. | 5 | 0 | 5 | n/a |
| Profit before tax | 233 | 163 | 70 | 43% |
| Cash flows from operating activities | 171 | -96 | 266 | n/a |

| **Year to date** (DKKm) | YTD 2024 | YTD 2023 | Change | |
|---|---|---|---|---|
| Revenue | 7,882 | 8,678 | -796 | -9% |
| EBITDA | 652 | 511 | 141 | 28% |
| EBIT | 374 | 244 | 131 | 54% |
| Income from associates etc. | 5 | 0 | 5 | n/a |
| Profit before tax | 233 | 163 | 70 | 43% |
| Cash flows from operating activities | 171 | -96 | 266 | n/a |
| Working capital | 7,415 | 7,408 | 7 | 0% |
| Net interest-bearing debt | 6,423 | 6,550 | -127 | -2% |
| ROIC excluding goodwill | 13.5% | 11.4% | 2.2pp | |
| ROIC including goodwill | 11.4% | 9.5% | 1.9pp | |

income tax of DKK 87 million against DKK 53 million in Q1 2023.

**Liquidity and capital resources**

The Schouw & Co. Group's operations produced a DKK 171 million cash inflow in Q1 2024, compared with a DKK 96 million outflow in Q1 2023. The highly satisfactory improvement was mainly attributable to GPV and to a lesser extent to BioMar, but Borg Automotive and Fibertex Nonwovens also contributed.

The investment spend in Q1 2024 totalled DKK 173 million, of which purchases of property, plant and equipment accounted for the main part. While GPV accounted for a slightly larger share, these purchases were relatively evenly distributed on all portfolio companies. By comparison, investments in Q1 2023 totalled DKK 580 million, including HydraSpecma's acquisition of Ymer Technology's wind division.

The Group's working capital increased by DKK 191 million in Q1 2024 from DKK 7,225 million at 31 December 2023. Year on year, the Group's overall working capital grew only slightly from DKK 7,408 million at 31 March 2023 to DKK 7,415 million at 31 March 2024. However, the moderate overall increase covers major changes among the underlying companies, with BioMar and to a lesser extent Borg Automotive and HydraSpecma having increased their working capital, while GPV and the two Fibertex businesses reduced their working capital tie-up.

The net interest-bearing debt increased by DKK 84 million during the first quarter to stand at DKK 6,423 million at 31 March 2024. Year on year, however, the net interest-bearing debt declined by DKK 127 million from DKK 6,550 million at 31 March 2023, and due to the earnings improvement, the Group improved its financial gearing (NIBD/EBITDA ratio) from 2.5 to 2.1.

**Group developments**

During the past couple of years, the companies of the Schouw & Co. Group have worked intensively to align their businesses to a world of ever more volatile market conditions. Being able to react quickly to different conditions requires significant adaptability and commitment. The Group's industrial and geographic diversification makes this a complex task, but at the same time, it spreads risk and leads to good development opportunities.

Thanks to the Group's financial strength, the portfolio companies are able to build good positions with access to production capacity and supplies. Profitable growth and development based on a long-term perspective and a 'best owner' philosophy are high priorities at Schouw & Co., as illustrated by recent years' investments in production capacity combined with major strategic acquisitions.

The following is a brief review of individual company performances in the first quarter of 2024:

**BioMar** reported volume sales down 8% from the record-high sales of Q1 2023, and in combination with lower prices of a number of raw materials, this caused revenue to drop by 12% relative to Q1 2023. On the other hand, EBITDA surged to a level which was exceptional for a first quarter. Earnings were driven mainly by a strong performance in the Salmon Division and the effects of commercial excellence measures in combination with positive effects of a special nature of some DKK 65 million.

**GPV** reported revenue down 13% on the year before. This was due to a number of factors, all of which had been factored into the previous guidance, including lower demand from customers, due in part to inventory adjustments. The lower level of activity impacted EBITDA, which fell proportionately corresponding to the drop in revenue, which was within the expected range.

**HydraSpecma** reported a moderate decline in revenue in Q1 2024 that was driven mainly by the postponement of orders in the Renewables Division and a slowdown in the markets for Construction Equipment, Material Handling and Agriculture that was not offset by the higher level of activity in the Marine and Defence Divisions. EBITDA fell slightly compared with Q1 2023, when earnings were, however, adversely affected by costs incurred for the acquisition of Ymer Technology's wind division.

**Borg Automotive** reported a 5% revenue improvement that was driven by increased sales of remanufactured products, while at the same time sales of new goods for resale were in line with expectations. As expected, EBITDA improved strongly on Q1 2023, when earnings were impacted by non-recurring costs for the implementation of a new ERP system and organisational adjustments and by higher cost prices of goods for resale.

**Fibertex Personal Care** reported revenue down by 9%. The decline was driven by lower selling prices caused by lower prices of raw materials as well as growing competition in Asia, where volume sales of nonwovens also dropped, while sales in Europe improved. Despite the increase in overall volume sales, EBITDA dropped, as was expected, driven mainly by lower margins in the fiercely competitive Asian market.

**Fibertex Nonwovens** reported revenue up by 2%. The revenue improvement was mainly driven by an increase in volumes sold which more than offset the effects of reduced selling prices and adverse foreign exchange developments. EBITDA improved in line with expectations. However, the US operations remained a drag on earnings, due in part to the as yet still outstanding full phase-in of the new production capacity.

**Events after the balance sheet date**
Other than as set out elsewhere in this interim report, Schouw & Co. is not aware of events occurring after 31 March 2024 which are expected to have an effect on the Group's financial position or outlook.

**Accounting policies**
The interim report is presented in accordance with IAS 34 "Interim financial reporting" as adopted by the EU and Danish disclosure requirements for the consolidated and parent company financial statements of listed companies.

See the 2023 Annual Report for a full description of the accounting policies. In addition, Schouw & Co. will be implementing the standards and interpretations which are effective from 2024.

**Judgments and estimates**
The preparation of interim financial statements requires management to make accounting judgments and estimates that affect recognised assets, liabilities, income and expenses. Actual results may differ from these judgments and estimates.

**Special risks**
The overall risk factors the Schouw & Co. Group is facing are discussed in the 2023 Annual Report. The current assessment of special risks is largely unchanged from the assessment applied in the preparation of the 2023 Annual Report.

**Roundings and presentation**
The amounts appearing in this interim report have generally been rounded to the nearest million using standard rounding principles. Accordingly, some additions may not add up.

## Schouw & Co. shares

Schouw & Co. shares depreciated by 4% during the first quarter to DKK 532 at 31 March 2024 from DKK 553 at 31 December 2023.

## Outlook

# Revenue guidance lowered, EBITDA up

While the many changes to the global economy and major geopolitical tensions are causing uncertainty, Schouw & Co.'s portfolio companies are solidly positioned in the international competition. Full-year revenue guidance is lowered, while EBITDA guidance is upgraded.

**Outlook for 2024**
Right from the beginning of the year, it was clear that the 2024 outlook would be anything but stable. The global economy is undergoing drastic change, which – combined with major geopolitical tensions – is causing uncertainty in several of the international markets of importance to Schouw & Co. sales. The companies of the Schouw & Co. Group stand prepared for potentially sudden and frequent changes to practical market terms and have the commitment as well as the ability to react quickly to changing circumstances.

Overall, Schouw & Co. expects to maintain the high level of activity witnessed in 2023, assuming that business activity will be subdued in the first half of the year, in part due to value chain adjustments, while the level of activity in the second half could well improve on sound underlying demand.

The following is a brief review of the revenue and EBITDA forecasts for the individual companies in 2024:

**BioMar** lowers its full-year revenue guidance based on updated forecasts for raw materials prices and foreign exchange rates combined with the most recent prospects for volume sales. With full-year earnings likely to be supported by the implemented commercial excellence initiatives and the positive special effects witnessed in the first quarter having worked their way through to the bottom line, the company upgrades its full-year EBITDA guidance.

**GPV** still expects the level of activity to soften in the first half of 2024 compared with last year but expects business activity to recover in the second half, although the actual strength of demand remains to be seen. Against this background, GPV maintains its full-year revenue and EBITDA guidance.

**HydraSpecma** is still seeing considerable uncertainty among its customers regarding future demand, causing customers to frequently change their forecasts. HydraSpecma expects to maintain a high level of activity in 2024 but also to see certain shifts between customer segments. Overall, HydraSpecma maintains its full-year revenue and EBITDA guidance.

**Borg Automotive** is seeing sound demand for remanufactured products and expects that the ramped-up efforts to drive sales of goods for resale will contribute to improving earnings. Against this background, Borg Automotive maintains its full-year revenue and EBITDA guidance.

**Fibertex Personal Care** continues to expect average prices of raw materials to be lower in 2024 than in 2023 as well as reduced volume sales and tough price competition in Asia. Against this background, Fibertex Personal Care maintains its full-year revenue and EBITDA guidance.

**Fibertex Nonwovens** still expects to increase its volume sales relative to 2023. It plans to do so through the ramped-up production capacity in the USA, enabling the company to accommodate the North American market. In addition, demand for materials is expected to pick up for the European main segments. Against this background, Fibertex Nonovens maintains its full-year revenue and EBITDA guidance.

**Schouw & Co. Group's overall guidance**

Schouw & Co. generates a substantial part of its revenue by converting raw materials or by processing procured components. As a result, changes in prices of materials and foreign exchange rates may have a significant impact on revenue, even though underlying activity may be unchanged. Similarly, changes in revenue resulting from changes in prices of materials will not necessarily trickle down to earnings.

Based on updated forecasts for raw materials prices, combined with the most recent prospects for BioMar's volume sales during the rest of the year, the Group slightly lowers its 2024 revenue guidance range. Overall, the Schouw & Co. Group now projects full-year 2024 consolidated revenue in the DKK 34.8-37.3 billion range against the previous range of DKK 35.3-37.8 billion.

Schouw & Co. provides consolidated earnings guidance at EBITDA level based on an aggregation of individual portfolio company forecasts, but actual portfolio company EBITDA results may deviate from these individual forecasts. Accordingly, the actual guidance is expressed through consolidated EBITDA, which for 2024 is now expected to be in the range of DKK 2,740-3,040 million, an increase from the previous range of DKK 2,680-2,980 million.

Total depreciation, amortisation and impairment charges are still estimated at approximately DKK 1,150 million for 2024. As a result, the Group guides for consolidated 2024 EBIT in the range of DKK 1,590-1,890 million.

Associates and joint ventures, which are predominantly part of the BioMar business, are now expected to contribute a combined share of profit after tax of approximately DKK 60 million for 2024, compared with the previous estimate of approximately DKK 70 million.

The Group's debt normally increases during the first half of the year, peaking around mid-year and subsequently decreasing during the second half. Accordingly, under stable interest rate conditions, interest expenses will typically peak in the first half of the year.

In 2024, net financial items are still expected to be an expense of approximately DKK 425 million before foreign exchange or other adjustments. However, as the first quarter of 2024 was adversely affected by foreign exchange and other adjustments of DKK 30 million that had not been factored into the original guidance, the Group's net financial items for 2024 are now expected to be an expense of approximately DKK 455 million after the foreign exchange adjustments realised in Q1 2024 but before any foreign exchange or other adjustments during the remaining part of the year.

| **Revenue** (DKKm) | **2024 guidance after Q1** | **Prev. 2024 guidance** | **2023 actual** |
|---|---|---|---|
| BioMar | 17,000-18,000 | 17,500-18,500 | 17,878 |
| GPV | 9,100-9,700 | 9,100-9,700 | 10,450 |
| HydraSpecma | 2,900-3,200 | 2,900-3,200 | 2,972 |
| Borg Automotive | 1,900-2,100 | 1,900-2,100 | 1,876 |
| Fibertex Personal Care | 1,600-1,800 | 1,600-1,800 | 1,891 |
| Fibertex Nonwovens | 2,300-2,500 | 2,300-2,500 | 2,158 |
| Other/eliminations | 0 | 0 | -15 |
| **Total revenue** | **34,800-37,300** | **35,300-37,800** | **37,210** |

| **Profit for the year** (DKKm) | **2024 guidance after Q1** | **Prev. 2024 guidance** | **2023 actual** |
|---|---|---|---|
| BioMar | 1,270-1,350 | 1,210-1,290 | 1,250 |
| GPV | 700-760 | 700-760 | 743 |
| HydraSpecma | 300-340 | 300-340 | 323 |
| Borg Automotive | 170-200 | 170-200 | 153 |
| Fibertex Personal Care | 160-200 | 160-200 | 262 |
| Fibertex Nonwovens | 200-240 | 200-240 | 169 |
| Other | -60-50 | -60-50 | -52 |
| **EBITDA** | **2,740-3,040** | **2,680-2,980** | **2,849** |
| | | | |
| PPA depreciation/amortisation | -160 | -160 | -155 |
| Other depreciation/amortisation | -990 | -990 | -966 |
| **EBIT** | **1,590-1,890** | **1,530-1,830** | **1,727** |
| | | | |
| Associates and JVs | 60 | 70 | 8 |
| Net financial items | -455 | -425 | -369 |
| **Total profit before tax** | **1,195-1,495** | **1,175-1,475** | **1,367** |

# Management's statement

## To the shareholders of Aktieselskabet Schouw & Co.

The Board of Directors and the Executive Management today considered and approved the interim report for the period 1 January to 31 March 2024.

The interim report, which has been neither audited nor reviewed by the company's auditors, was prepared in accordance with IAS 34 'Interim Financial Reporting' as adopted by the EU and Danish disclosure requirements for listed companies.

In our opinion, the interim financial statements give a true and fair view of the Group's assets, liabilities and financial position at 31 March 2024 and of the results of the Group's operations and cash flows for the three months ended 31 March 2024.

Furthermore, in our opinion, the management's review includes a fair review of the development and performance of the business, the results for the period and of the Group's financial position in general and describes the principal risks and uncertainties that the Group faces.

Aarhus, 30 April 2024

**Executive Management**

Jens Bjerg Sørensen
President and CEO

Peter Kjær

**Board of Directors**

Jørgen Dencker Wisborg
Chairman

Kenneth Skov Eskildsen
Deputy Chairman

Kjeld Johannesen

Hans Martin Smith

Søren Stæhr

Sisse Fjelsted Rasmussen

## Financial calendar

15 AUGUST
Release of Q2 2024 interim report

12 NOVEMBER
Release of Q3 2024 interim report

Schouw & Co.'s business model is to own a diversified portfolio of companies operating in various industries. While there are no operational synergies between the companies, they share a common modus operandi, and managing matters such as financing centrally provides major financial benefits. All portfolio companies hold a leading position in their industry or niche.

# OUR BUSINESSES

# Portfolio company financial highlights Q1

| Q1 | BioMar | | GPV | | HydraSpecma | | Borg Automotive | | Fibertex Personal Care | | Fibertex Nonwovens | | Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| **INCOME STATEMENT** | | | | | | | | | | | | | | |
| Revenue | 3,244 | 3,671 | 2,320 | 2,661 | 775 | 791 | 503 | 481 | 465 | 510 | 579 | 569 | 7,882 | 8,678 |
| Contribution margin | 416 | 258 | 296 | 331 | 210 | 194 | 117 | 103 | 81 | 102 | 117 | 95 | 1,237 | 1,083 |
| EBITDA | 270 | 117 | 155 | 179 | 85 | 87 | 47 | 29 | 49 | 70 | 59 | 42 | 652 | 511 |
| Depreciation, amortisation and impairment | 90 | 84 | 79 | 78 | 33 | 30 | 19 | 18 | 28 | 31 | 27 | 24 | 277 | 267 |
| **EBIT** | **180** | **33** | **76** | **101** | **52** | **56** | **28** | **11** | **20** | **38** | **32** | **17** | **374** | **244** |
| Profit after tax in associates and JVs | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 0 |
| Net financial items | -54 | -45 | -83 | -40 | -14 | -10 | -14 | -4 | -9 | -7 | -26 | -21 | -146 | -81 |
| **Profit before tax** | **131** | **-13** | **-6** | **61** | **38** | **47** | **14** | **7** | **11** | **31** | **5** | **-4** | **233** | **163** |
| Tax on profit/loss for the year | -43 | -1 | -13 | -28 | -10 | -9 | -2 | -1 | -3 | -7 | -7 | 0 | -87 | -53 |
| **Profit before non-controlling interests** | **88** | **-14** | **-19** | **33** | **28** | **37** | **12** | **6** | **9** | **24** | **-2** | **-4** | **146** | **109** |
| Non-controlling interests | -5 | -3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | -1 | -9 |
| **Profit for the year** | **83** | **-17** | **-19** | **33** | **28** | **37** | **12** | **6** | **9** | **24** | **-2** | **-3** | **145** | **100** |
| **CASH FLOWS** | | | | | | | | | | | | | | |
| Cash flows from operating activities | -39 | -93 | 150 | -88 | 23 | 43 | -43 | -56 | 36 | 69 | -11 | -20 | 171 | -96 |
| Cash flows from investing activities | -33 | -34 | -56 | -67 | -27 | -423 | -7 | -15 | -28 | -9 | -22 | -32 | -173 | -580 |
| Cash flows from financing activities | 188 | 167 | -58 | 76 | -19 | 416 | 50 | 73 | 9 | -39 | 48 | -2 | 163 | 665 |
| **BALANCE SHEET** | | | | | | | | | | | | | | |
| Intangible assets[1] | 1,392 | 1,446 | 1,009 | 1,038 | 592 | 636 | 249 | 288 | 61 | 63 | 118 | 125 | 4,448 | 4,622 |
| Property, plant and equipment | 1,696 | 1,709 | 1,025 | 1,012 | 491 | 384 | 220 | 177 | 1,193 | 1,278 | 1,497 | 1,525 | 6,145 | 6,106 |
| Other non-current assets | 1,162 | 1,243 | 386 | 253 | 150 | 146 | 154 | 137 | 38 | 42 | 10 | 7 | 1,938 | 1,855 |
| Cash and cash equivalents | 300 | 333 | 265 | 170 | 52 | 64 | 11 | 15 | 29 | 32 | 86 | 50 | 743 | 693 |
| Other current assets | 6,124 | 6,199 | 4,616 | 5,635 | 1,525 | 1,469 | 1,353 | 1,293 | 603 | 638 | 920 | 1,016 | 14,628 | 15,745 |
| **Total assets** | **10,674** | **10,930** | **7,301** | **8,107** | **2,810** | **2,699** | **1,987** | **1,910** | **1,924** | **2,054** | **2,630** | **2,723** | **27,901** | **29,020** |
| Equity | 2,892 | 2,704 | 2,275 | 2,269 | 957 | 929 | 591 | 491 | 913 | 985 | 851 | 938 | 11,583 | 11,243 |
| Interest-bearing liabilities | 3,773 | 3,809 | 2,665 | 2,680 | 1,242 | 1,105 | 718 | 531 | 630 | 657 | 1,415 | 1,413 | 7,346 | 7,412 |
| Other liabilities | 4,009 | 4,417 | 2,362 | 3,158 | 612 | 665 | 678 | 888 | 381 | 411 | 364 | 372 | 8,973 | 10,365 |
| Total equity and liabilities | **10,674** | **10,930** | **7,301** | **8,107** | **2,810** | **2,699** | **1,987** | **1,910** | **1,924** | **2,054** | **2,630** | **2,723** | **27,901** | **29,020** |
| Average no. of employees | 1,600 | 1,595 | 8,124 | 8,585 | 1,481 | 1,368 | 2,067 | 1,973 | 706 | 711 | 1,096 | 1,064 | 15,095 | 15,314 |
| **FINANCIAL KEY FIGURES** | | | | | | | | | | | | | | |
| EBITDA margin | 8.3% | 3.2% | 6.7% | 6.7% | 11.0% | 10.9% | 9.3% | 6.1% | 10.5% | 13.7% | 10.2% | 7.3% | 8.3% | 5.9% |
| EBIT margin | 5.6% | 0.9% | 3.3% | 3.8% | 6.8% | 7.1% | 5.5% | 2.3% | 4.4% | 7.5% | 5.5% | 3.1% | 4.7% | 2.8% |
| ROIC excluding goodwill | 25.2% | 17.4% | 10.3% | 11.1% | 13.0% | 16.5% | 11.6% | 13.0% | 8.0% | 7.8% | 4.5% | 0.9% | 13.5% | 11.4% |
| ROIC including goodwill | 18.5% | 12.7% | 9.6% | 10.3% | 11.2% | 14.7% | 8.0% | 8.8% | 7.5% | 7.4% | 4.3% | 0.9% | 11.4% | 9.5% |
| Working capital | 2,367 | 2,057 | 2,477 | 2,759 | 959 | 912 | 728 | 676 | 351 | 387 | 577 | 633 | 7,415 | 7,408 |
| Net interest-bearing debt | 2,961 | 2,984 | 2,327 | 2,417 | 1,129 | 1,030 | 689 | 500 | 601 | 625 | 1,329 | 1,330 | 6,423 | 6,550 |

1) Excluding consolidated goodwill in Schouw & Co.

Amounts in DKK million

BioMar

BioMar is one of the world's largest manufacturers of quality feed for the fish and shrimp farming industries. The core business areas are feed for salmon and trout as well as shrimp, sea bass and European bass. Innovation is an integral part of BioMar's business model, coupled with a focus on sustainability, which forms a key aspect of global aquaculture today.

# As one of the world's largest manufacturers of quality feed for fish and shrimp, BioMar is strongly and firmly positioned in a long-term, attractive growth industry.

Carlos Diaz, CEO of BioMar

**Market**
Aquaculture plays a key role in the food supply of the future, as fish farming is the best way to secure a more sustainable approach to increasing the supply of fish and avoid overfishing the oceans. There is a global need for healthy and sustainable sources of protein, and according to FAO, the UN Food and Agriculture Organization, the global production of fish in 2030 is expected to be about 15% higher than the current output. Already, more than 50% of the world's fish and shrimp are raised in aquaculture, which is the fastest growing food production industry.

Feed plays a very significant role in aquaculture, being the predominant factor in determining the nutritive content and thereby the state of health of a fish or a shrimp. Feed is also a major factor in the climate impact of fish and shrimp farming, as feed ingredients have the greatest climatic impact. Continuous investment in R&D is thus essential when it comes to producing healthy and sustainable fish and shrimp for human consumption.

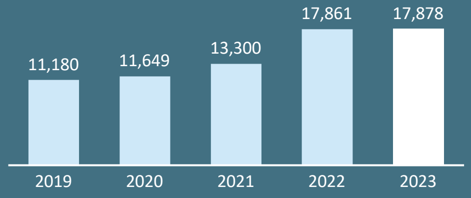
For many years, BioMar has been a leading player in terms of ongoing product development and in working with new, innovative and more sustainable ingredients. With its customised products for a broad range of species combined with a presence in Europe, Latin America and Asia, BioMar has a strong, central position in the market.

**Geography**
BioMar is headquartered in Aarhus, Denmark, and the company's operations are divided into divisions. The Salmon Division covers salmon feed from feed factories in Norway, Scotland, Chile and Australia.

The remaining feed operations are divided geographically into: The EMEA Division with factory sites in Denmark, France, Spain, Greece and Türkiye; the LatAm Division with factory sites in Ecuador and Costa Rica; and the Asia Division with factory sites in China and Vietnam. BioMar also operates a Tech Division that is focused on technology for developing more efficient and sustainable intelligent feed solutions.

**Ownership – past and present**
In 2005, Schouw & Co. took a 68.8% majority interest in BioMar, then a listed company. BioMar became a wholly-owned subsidiary following a merger in 2008.

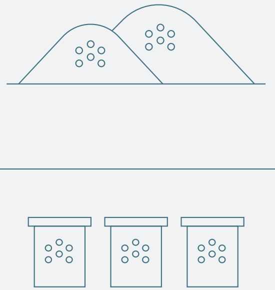
**Revenue performance (DKKm)**



## BioMar

# Outstanding first quarter

Reported EBITDA was exceptionally strong for a first quarter and better than expected, driven in part by positive effects of a special nature. Q1 revenue was down year on year as a result of reduced volume sales and lower prices of a number of raw materials. Full-year revenue guidance is lowered, while EBITDA guidance is upgraded.



**Financial review**
Although strong growth in shrimp feed sales in Ecuador partly offset the effect of reduced volumes in Norway and Chile, volumes sold fell by 8% in Q1 2024 compared with the record-high volume sales recorded in Q1 2023.

The reported revenue reflected the reduced volume sales as well as lower prices of a number of raw materials. Current prices of fish oil and fish meal are high, though. Reported Q1 2024 revenue was DKK 3,244 million, a year-on-year decline of 12%. Exchange rate developments during the quarter had a negative impact on revenue of approximately DKK 50 million and were mainly related to the weaker Norwegian krone.

The Salmon Division reported a year-on-year drop in volume sales in the first quarter that was driven mainly by lower volumes in Norway and Chile. The lower volumes reflected a drop in biomass caused by biological factors and an earlier harvest of fish stock biomass. The lower volumes in Norway also reflected reduced contract positions, because BioMar has prioritised long-term relationships with fish farmers. However, the market momentum was supported by a broad product offering and a focus on commercial excellence, to the effect that the division's earnings improved substantially. Earnings were further supported by positive effects of a special nature.

The EMEA Division reported a year-on-year increase in volume sales in Q1 2024, to the effect that reported revenue was in line with the year before after changes in prices. The division's earnings improved, primarily as a result of new product offerings, a focus on commercial excellence and a changed customer mix in the Mediterranean markets.

The LatAm Division reported substantial year-on-year improvements in both volume sales and revenue in the first quarter. Earnings improved thanks to stronger contract positions in a market otherwise challenged by low prices on farmed shrimp. BioMar continues to strengthen its offering of products, concepts and services, mainly in the Ecuadorian market

| BioMar (DKKm) | YTD 2024 | YTD 2023 | FY 2023 |
|---|---|---|---|
| Volume, salmon | 162 | 198 | 972 |
| Volume, other species | 100 | 88 | 466 |
| **Total volume ('000 tonnes)** | **262** | 286 | **1,437** |
| Revenue, salmon | 2,266 | 2,782 | 13,126 |
| Revenue, other species | 978 | 889 | 4,752 |
| **Total revenue** | **3,244** | **3,671** | **17,878** |
| EBITDA, salmon | 197 | 72 | 842 |
| EBITDA, other species | 73 | 45 | 408 |
| **Total EBITDA** | **270** | **117** | **1,250** |
| EBIT | 180 | 33 | 860 |
| CF from operations | -39 | -93 | 665 |
| Working capital | 2,367 | 2,057 | 2,141 |
| ROIC excluding goodwill | 25.2% | 17.4% | 22.1% |
| ROIC including goodwill | 18.5% | 12.7% | 16.2% |

where the company has added new production capacity by way of two extruder lines that are now in operation.

The consolidated part of the Asia Division, which covers operations in Vietnam only, is still under development. Volume sales have increased, but not as much as the company had hoped, and earnings from these operations remain impacted by costs incurred for market build-up purposes. Operations in the Tech Division, which was established after the acquisition of AQ1, reported a slight drop in revenue. While there has been sound market interest in the technology solution, customers are holding back on their investments, as they are feeling the effects of currently low prices of farmed shrimp. The division continues to implement strategic initiatives, develop its organisation and build know-how and expertise, resulting in a slight drop in earnings relative to Q1 2023.

EBITDA for Q1 2024 improved strongly to DKK 270 million from DKK 117 million in Q1 2023, which was exceptional for a first quarter. Earnings were driven mainly by the strong performance of the Salmon Division and the effects of commercial excellence measures in combination with positive effects of a special nature of approximately DKK 65 million. Exchange rate developments had a negligible impact on earnings.

Working capital increased from DKK 2,057 million at 31 March 2023 to DKK 2,368 million at 31 March 2024, mainly driven by an increase in trade receivables, whereas inventories were reduced. While the lower revenue in Q1 2024 contributed to reducing trade receivables, BioMar is experiencing growing pressure from customers for extended credit terms and is also seeing an increase in late customer payments. BioMar applies supply chain financing programmes intended to reduce commercial risk and to develop and strengthen long-term relations in the supply chain. The use of supply chain financing on the supplier side decreased slightly from DKK 734 million at 31 March 2023 to DKK 709 million at 31 March 2024.

ROIC excluding goodwill improved from 22.1% at 31 December 2023 to 25.2% at 31 March 2024 due mainly to the increased earnings.

**Joint ventures and associates**

BioMar manufactures fish feed in China and Türkiye through two 50/50 joint ventures with local partners. These activities are not consolidated, but due to their large growth potential, being represented in these markets is very important to BioMar. The two feed businesses reported a combined revenue of DKK 327 million (100% basis) and EBITDA of DKK 43 million for Q1 2024, against revenue of DKK 471 million and EBITDA of DKK 45 million in Q1 2023. Both markets reported lower revenue compared with the year before. In Türkiye, the revenue decline reflected efforts to limit credit risk given the general economic situation in the country, while the decline in China reflected adjustments in farming operations due to low prices of farmed fish.

The associated businesses include the Chilean fish farming company Salmones Austral and three minor businesses, LetSea, ATC Patagonia and LCL Shipping. The non-consolidated joint ventures and associates are recognised in the Q1 2024 consolidated financial statements at a DKK 5 million share of profit after tax, compared with a breakeven result for Q1 2023.

**Business review**
BioMar endeavours to be a strong partner to all its stakeholders. Over the coming quarterly periods, BioMar will stay focused on taking advantage of the downward trend in prices of raw materials where possible. In addition, BioMar will be strongly focused on delivering on the company's sustainability ambitions, which are demanded by customers and consumers, and which are essential for long-term value creation.

Sustainability efforts form an integral part of BioMar's strategy, which includes a focus on the use of alternative raw materials and on generally reducing the climate impact. BioMar's strategy also centres on a commercial excellence programme intended to strengthen customer service and tap into the earnings potential.

BioMar has an ambition to be recognised consistently as an innovative business supplying competitive feed products and related technical services to the professional fish farming community. BioMar ploughs back 12-15% of operating profit into research and development. The company employs highly-trained specialists and has a long-standing tradition for collaborating with research institutions in several countries, and often fish farming operators become involved in the development processes.

**Outlook**
From an overall perspective, long-term demand for farmed fish and shrimp generally seems sound. BioMar is well positioned in the market thanks to its high level of quality and its strong focus on sustainability and advanced fish farming technology. In the short term, demand for feed is likely to be affected by current market conditions, including the substantial volatility in prices of raw materials and energy and by the selling prices of farmed fish and shrimp. In shrimp farming, due to the short farming period relative to salmon farming, demand for feed is easily affected by volume adjustments in farming operations.

BioMar is currently investing to upgrade its global ERP platform. While the substantial investments were a drag on earnings in 2023 and will also be so in 2024 and in the coming years, they will also bring BioMar to a next level of digitalisation, more transparency and global excellence processes.

BioMar's revenue is highly susceptible to changes in prices of raw materials and in foreign exchange rates. Based on the updated outlook and the most recent prospects for volume sales, BioMar lowers its revenue guidance for 2024 to the DKK 17.0-18.0 billion range from previously DKK 17.5-18.5 billion, while upgrading its EBITDA guidance to the DKK 1,270-1,350 million range from previously DKK 1,210-1,290 million.

The non-consolidated associates and joint ventures are recognised at a share of profit after tax. The share of profit after tax is now estimated at DKK 60 million for 2024 against previously DKK 70 million. The downgrade is largely attributable to a value adjustment of the biomass in Salmones Austral based on lower settlement prices for farmed salmon and changed conditions for exports to the Japanese market.

# GPV

GPV is a leading European EMS (Electronics Manufacturing Services) business. GPV produces complex solutions within the areas of electronics, mechanics, cable harnessing and mechatronics (combination of electronics, mechanical technology and software) for its range of international industrial customers. GPV's solutions are used in customer end products in the market segments of Industrials, Measurement & Control, BuildingTech, Transport, CleanTech, MedTech and HighTech Consumer.

# Under Schouw & Co. ownership, GPV has evolved into one of the largest European EMS companies and a main driver of innovation.

Bo Lybæk, CEO of GPV

**Market**
Electronics play an ever more prominent role in society, whether in everyday life or in industry and manufacturing. In these sectors, the integration of electronics, increased data usage and increased automation will serve to make everyday life easier, optimise manufacturing processes, reduce resource consumption and increase quality of life. In the production of advanced electronics, increased specialisation results in a tendency for many businesses to focus on their core services and to outsource the manufacturing of electronics to dedicated EMS partners such as GPV.

GPV's market is in the high-mix segment, which is generally characterised by highly complex manufacturing processes. GPV supplies many different products to customers in the mentioned market segments in which electronics play an increasingly important role. Many of these products provide direct or indirect support for the green transition for use in work to optimise processes, reduce energy consumption, etc.

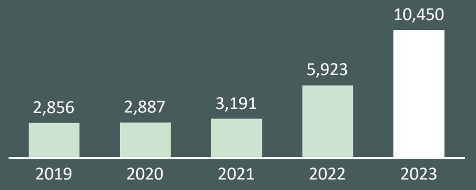
The most important aspect of GPV's operations is the actual production of electronics, and the company has the necessary technologies available in Europe, Asia and North America. Electronics production is supplemented by mechanical products manufactured at GPV's factories in Denmark and Thailand and by cable harnessing products produced at the factories in Austria and Slovakia.

In addition, GPV's value proposition to its customers also includes a wide range of key services, including assisting in product development and design, prototyping, production maturation and setting up test procedures, box build and system integration as well as testing and aftersales services.

**Geography**
GPV is headquartered in Vejle, Denmark, and has manufacturing facilities in Denmark, Sweden, Finland, Estonia, Switzerland, Germany, Austria, Slovakia, Sri Lanka, Thailand, China and Mexico.

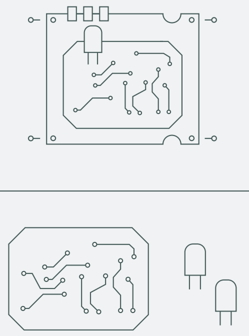
**Ownership – past and present**
GPV was founded in 1961 and became a part of the Schouw & Co. Group in 2016. The company has subsequently expanded through combinations with a number of complementary businesses, and today, GPV is the second-largest European-headquartered EMS company and in the global Top-25. Schouw & Co. holds an 80% ownership interest in GPV.

**Revenue performance (DKKm)**



## GPV

# Activity softened as expected



As expected, GPV reported revenue down on the year before and a proportional decline in EBITDA for the first quarter of 2024. The capacity expansion programme will be completed as the order intake is expected to pick up later in the year. Full-year revenue and EBITDA guidance maintained.

**Financial review**
GPV reported Q1 2024 revenue of DKK 2,320 million, a 13% decline from DKK 2,661 million in Q1 2023 that was driven by three main factors. First, GPV reinvoiced substantial one-off costs in Q1 2023 that had been incurred to procure necessary components and materials. Secondly, at the beginning of 2023, GPV had a substantial backlog of orders that it had been unable to execute in the previous year due to the supply situation but which were partially delivered during Q1 2023. Lastly, as expected, demand was down on the year before, partly because of customers adjusting their inventories following the normalisation of the difficult supply situation for components and materials.

The market remains somewhat affected by elevated prices of a number of components and materials, which lifted revenue but had an adverse effect on margins.

The lower level of activity also affected EBITDA, which fell to DKK 155 million in Q1 2024 from DKK 179 million in the same period of 2023 – a 13% decline that was on a level with the drop in revenue. Despite the lower level of activity and the resulting reduced level of capacity utilisation, GPV managed – thanks to efficient cost control – to achieve an acceptable level of profitability.

Working capital was reduced to DKK 2,477 million at 31 March 2024 from DKK 2,759 million at 31 March 2023. The positive working capital development was primarily attributable to dedicated efforts to reduce inventories at the company's factories. ROIC excluding goodwill was reduced slightly from 10.9% at 31 December 2023 to 10.3% at 31 March 2024.

**Business review**
The final integration activities following the combination of GPV and Enics were completed in the second half of 2023. A joint 2024 budget was prepared, and an ordinary strategic review was carried out. The updated strategy for the combined GPV for the period to 2028 continues to indicate a solid potential, and GPV has started executing the updated plans.

| **GPV** (DKKm) | **YTD 2024** | **YTD 2023** | **FY 2023** |
|---|---|---|---|
| Revenue | 2,320 | 2,661 | 10,450 |
| EBITDA | 155 | 179 | 743 |
| EBIT | 76 | 101 | 432 |
| CF from operations | 150 | -88 | 351 |
| Working capital | 2,477 | 2,759 | 2,620 |
| ROIC excluding goodwill | 10.3% | 11.1% | 10.9% |
| ROIC including goodwill | 9.6% | 10.3% | 10.2% |

GPV has seen slightly weakening demand from a number of customers during the past two quarters, but – committed to being able to meet customer requirements for high quality standards and reliability of supply – the company continued implementing already launched investments in order to ensure adequate flexibility and capacity for when growth picks up again, as the company expects it will. These investments primarily include the final phase of the expansion in Thailand – scaling up the production of electronics – which is expected to be finalised in Q3 2024. This project involves a total investment in 2024 in the range of DKK 70 million.

In addition, in the second quarter of 2023, GPV initiated an expansion of electronics production in Mexico, with the initial phase encompassing a doubling of the production area for scheduled commissioning in the second half of the year. GPV has also started up an extension of its production facilities in Slovakia that will become operational in Q2 2024.

The work to optimise the global production platform has led to the closing of the existing factory in Malaysia, which is expected to be finalised during the first half of 2024. The anticipated benefits of having a lower cost base, increased efficiency and higher capacity utilisation indicate a relatively short payback period, and the closure is an inherent part of harvesting synergies from the combination with Enics.

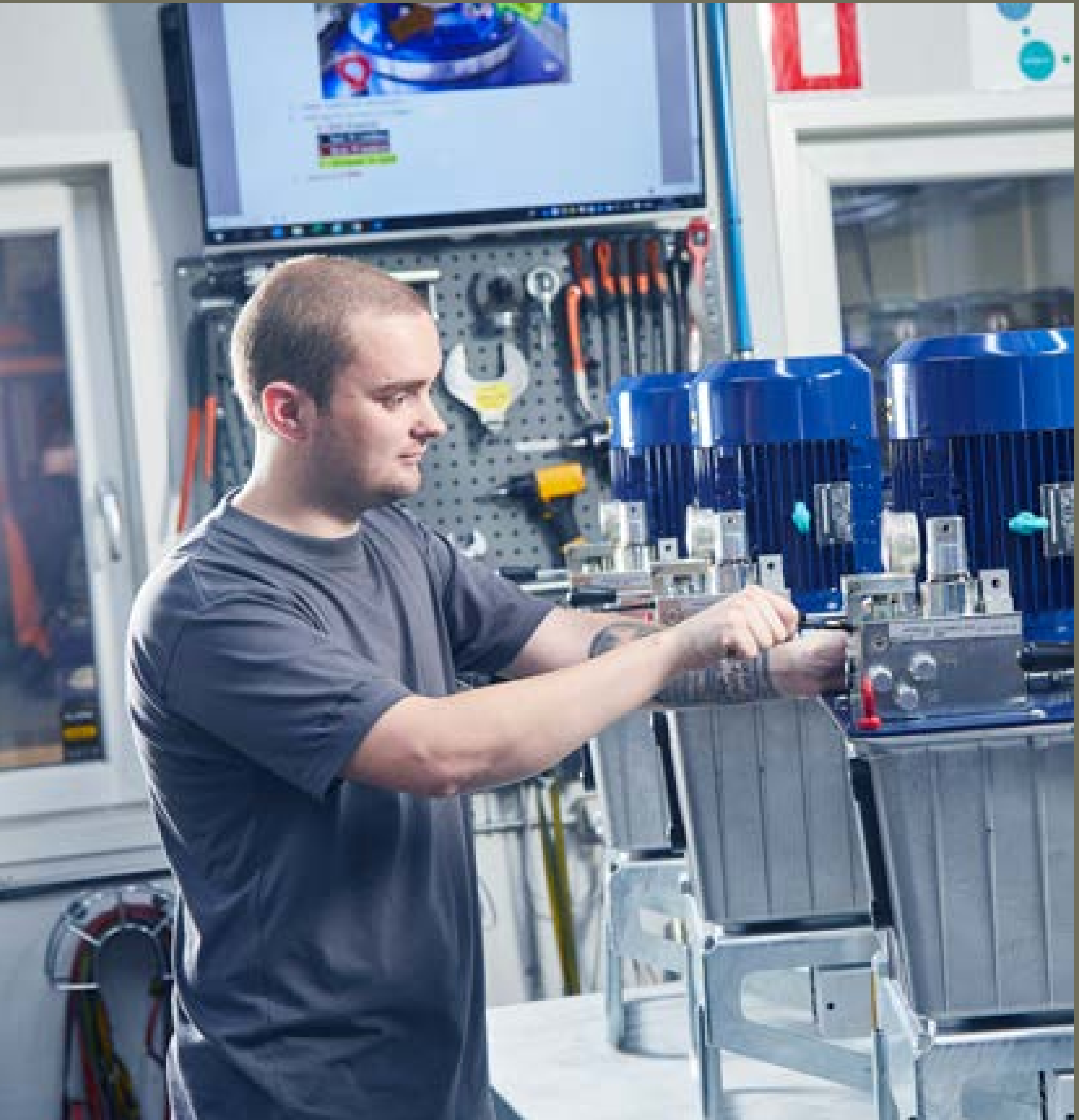
Following the change, GPV will have production facilities across 12 countries on three continents. The company is the second-largest European-headquartered EMS company and in the Top-25 globally.

**Outlook**

In late 2023 and early 2024, GPV saw weakening demand with a number of customers scaling back or postponing their orders in order to adjust their inventories, amongst other things. However, the inflow of orders is expected to pick up during the second half of 2024.

The general availability of components and materials has gradually improved, but substantial lead times remain for a number of key electronic components, and component prices are expected to remain elevated through the coming quarters.

The overall expectations remain for a slightly lower level of activity in the first half of 2024 compared with the past year. Business activity is expected to recover in the second half of 2024, but the actual strength of demand remains to be seen. On that background, GPV still expects to generate revenue in the DKK 9.1-9.7 billion range and EBITDA in the range of DKK 700-760 million in 2024.



HydraSpecma is a market-leading specialist supplier of hydraulic solutions and components and solutions for cooling and lubrication. HydraSpecma generates value through its production and fast delivery of hydraulic and electric solutions and products, by having the most comprehensive product range in the market and by providing technical advisory services. The products form part of wind turbines, lorries, contractors' equipment and agricultural machinery.

# Since becoming a Schouw & Co. portfolio company in 1988, HydraSpecma has consistently focused on long-term profitable growth.

Morten Kjær, CEO of HydraSpecma

**Market**
Hydraulic solutions are the basic tools of the Power & Motion business area. Transmission of extreme power is essential in a broad range of technical applications, such as contractors' equipment and cranes, in agriculture and forestry and in other areas where heavy machinery can generate power and motion. In mobile hydraulic solutions, power is typically generated by diesel engines, and their systems use a number of different components, such as hoses, fittings and valves. Increasingly, focus is on electrification of power generation in an attempt to limit the use of fossil fuels and to reduce climate impact. HydraSpecma supplies entire electric solutions as well as hybrid solutions in which certain parts of a system are electrified.

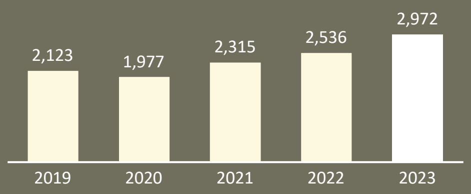
Cooling solutions are basically based on liquid that is moved through cooling matrices, thereby reducing the temperature in the system. Cooling systems contribute to more efficient operations, which reduces energy consumption.

HydraSpecma supplies complete customised solutions and systems as well as components for the entire "Power & Motion" segment. The company serves a broad range of industries, from the wind turbine sector to the vehicle and shipping industries. HydraSpecma is a supplier to large OEM customers as well as to the aftermarket, and its customer-facing organisational structure consists of three divisions: Renewables, Global OEM and Nordic OEM/IAM (the Nordic OEM and industrial aftermarket). HydraSpecma is present in international markets with a broad product range in order to be close to its customers and able to supply the needed products and services fast and efficiently.

**Geography**
HydraSpecma is headquartered in Skjern, Denmark, and has production units in Denmark, Sweden, Finland, Norway, Poland, the UK, the Netherlands, China, India, the USA and Brazil.

**Ownership – past and present**
Hydra-Grene A/S was founded as an independent business in 1974 and has been a wholly-owned part of the Schouw & Co. Group since 1988. Specma AB was founded in 1918 and has formed part of HydraSpecma since 2016. In the first quarter of 2023, HydraSpecma acquired the wind division from Swedish industrial group Ymer Technology, strengthening its position as a system developer and supplier to the wind turbine segment.

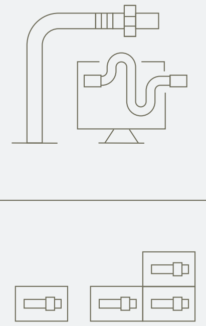
**Revenue performance (DKKm)**



## HydraSpecma

# Stable business activity despite uncertainty

HydraSpecma reported unchanged activity and earnings levels compared with last year despite weakening demand in the global and Nordic OEM markets and postponement of a number of projects in the Renewables Division. Although market prospects remain uncertain, the company maintains its full-year revenue and EBITDA guidance.



**Financial review**
HydraSpecma reported Q1 2024 revenue of DKK 775 million, compared with DKK 791 million for Q1 2023. The slight drop in revenue was driven mainly by the postponement of orders in the Renewables Division and a slowdown in the markets for Construction Equipment, Material Handling and Agriculture that was not offset by the higher level of activity in the Marine and Defence Divisions. When comparing numbers with last year, it should be noted that the activities acquired from Ymer Technology were not consolidated until 1 February 2023.

Consistent with expectations, EBITDA came to DKK 85 million in Q1 2024 against DKK 87 million in Q1 2023. For comparison purposes, it should be noted that Q1 2023 results were adversely affected by costs in an amount of DKK 23 million for integration and inventory adjustment as a result of the purchase price allocation following the acquisition of Ymer Technology's wind division.

Working capital increased by DKK 47 million from DKK 912 million at 31 March 2023 to DKK 959 million at 31 March 2024. The increase was primarily attributable to reduced trade payables. ROIC excluding goodwill fell from 13.4% at 31 December 2023 to 13.0% at 31 March 2024, mainly reflecting an increase in working capital and the investment in a new production facility in Poland.

**Business review**
Effective from 1 February 2023, HydraSpecma acquired Swedish industrial group Ymer Technology's wind division. Immediately following the acquisition, work began to integrate the acquired business activities and HydraSpecma's existing wind-related operations in the newly-established Renewables Division. The key focus of the integration process has been to create a common platform that will enable HydraSpecma to be seen by its customers and suppliers as one combined company.

During the first half of 2024, the acquired companies in India, China and Denmark will be combined with

| HydraSpecma (DKKm) | YTD 2024 | YTD 2023 | FY 2023 |
|---|---|---|---|
| Revenue | 775 | 791 | 2,972 |
| EBITDA | 85 | 87 | 323 |
| EBIT | 52 | 56 | 200 |
| CF from operations | 23 | 43 | 191 |
| Working capital | 959 | 912 | 934 |
| ROIC excluding goodwill | 13.0% | 16.5% | 13.4% |
| ROIC including goodwill | 11.2% | 14.7% | 11.5% |

existing HydraSpecma units in those areas. The combination is being made to optimise operations and enhance efficiency. A focus in the overseas markets will be on increasing the share of local procurement. both to optimise sourcing and to limit $CO_2$ emissions. As part of the combination of the units in India, HydraSpecma has commenced a 2,000 m² expansion of the company's existing production facilities in Oragadam outside Chennai.

Construction of the new production facility in Poland was completed at the end of 2023, and all activities have been relocated from the old site, which will now be put up for sale. The new 16,000 m² factory site is located in Stargard next to the existing factory. HydraSpecma is currently installing solar panels at the new production facility with a view to making production carbon-neutral on an annual basis. HydraSpecma has also applied for permission to install solar panels at the production facility in India in order to make this production carbon-neutral on an annual basis as well.

HydraSpecma has set up an actual R&D department in the Renewables Division to design customer-specific systems, enhance existing solutions and develop proprietary solutions that it will seek to patent and which can form part of future customer solutions. To support these efforts, production capacity is being expanded in the areas where customers are active.

In addition, resources for development in the Global OEM segment have been scaled up in order to accommodate the strong increase in enquiries about new products and solutions from both existing and new customers.

Through its Centre of Excellence, HydraSpecma will also continue to build on its competencies in electrification and software development for more sustainable customer solutions.

**Outlook**
HydraSpecma is still seeing considerable uncertainty among its customers regarding future demand, causing customers to frequently change their forecasts. HydraSpecma expects overall business activity in 2024 to be at the level witnessed in 2023. This forecast is primarily based on growth in the Renewables Division, where the company is well positioned in terms of its product platforms with positive prospects, although expectations for demand in the Renewables market have generally softened for 2024.

Activity in the Global OEM Division has stabilised but at a more subdued level compared with the record level witnessed in 2023. Specifically, customers in the vehicle industry have by and large eliminated their order backlogs, causing activity levels to normalise. In the short term, the decline is not expected to be offset by new business with existing and new customers, nor by the increase in activity in the Marine and Defence segments.

HydraSpecma expects to sustain activity levels in the Nordic OEM and industrial aftermarket, based on anticipated improvements in Sweden that are expected to offset the effect of national OEM customers' reduced business activity and the challenges in the Finnish market caused by the Russia/Ukraine situation.

The improvements across the supply chain, including reduced lead times, will make HydraSpecma more agile and better able to absorb changes in order inflows and customer forecasts. However, the tense situation in the Gulf of Aden could have negative spillover effects by way of longer transport periods and thus higher costs.

Against this background, HydraSpecma maintains its full-year 2024 guidance of revenue in the range of DKK 2.9-3.2 billion and EBITDA in the DKK 300-340 million range.

BORG AUTOMOTIVE

Borg Automotive is Europe's largest independent automotive remanufacturing business. The company's principal business activity is to remanufacture defective parts and sell them in the B2B market under a circular business model. Borg Automotive offers a full product range by also supplying new products to complement remanufactured items. Borg Automotive has a strong market position, and remanufacturing is a business area offering a wide range of environmental and resource benefits.

# Borg Automotive is built on a circular business model with resource-saving solutions that enable us to extend a car's lifespan.

Kim Kruse Andersen, CEO of Borg Automotive

**Market**
With about 250 million cars on the European roads and an average age per vehicle of more than 11 years, there is a great need to ensure spare parts for a growing fleet. The proportion of electric and hybrid cars on the roads is growing, but these also need spare parts. About half of the items in Borg Automotive's product range can be used whether a vehicle has an electric motor or a combustion engine. The transition is in progress, both in the industry at large and at Borg Automotive, where they expand their product assortment on a regular basis to accommodate new needs.

Borg Automotive offers a broad product range. Most of the products have been remanufactured, which means parts are remanufactured on the basis of an existing product and therefore have less of an environmental impact and in a process requiring fewer resources and materials. The company's business model applies a return system combined with remanufacturing and is a good example of a circular business model.

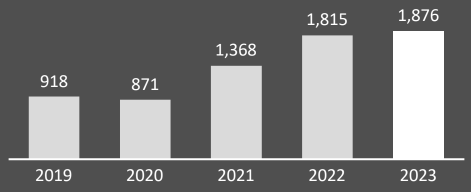
Borg Automotive covers most of the European car fleet through its broad assortment of remanufactured automotive spare parts, which includes starters, alternators, brake callipers, air-condition compressors, EGR valves, steering racks, steering pumps and turbochargers.

The company supplements its assortment of remanufactured spare parts with a large assortment of new parts, including many wearing parts that are not suitable for remanufacturing. This assortment of goods for resale, which was added through the acquisition of SBS Automotive includes mechanical and hydraulic brake spare parts, steering components and wheel bearing sets, suspension and transmission components, clutch components and electrical components.

**Geography**
Borg Automotive is headquartered in Silkeborg, Denmark, and has production units or large distribution facilities in Poland, the UK, Spain and Germany.

**Ownership – past and present**
Borg Automotive was founded in 1975 and has been a part of the Schouw & Co. Group since 2017. Growth through acquisitions is part of the strategy. Borg Automotive acquired the Spanish remanufacturing business TMI in 2020 and added the trading company SBS Automotive in 2021.

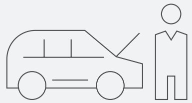
**Revenue performance (DKKm)**

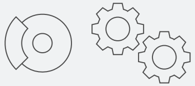


## Borg Automotive

# Substantial earnings improvement

Solid increase in sales of remanufactured products and substantial improvement in EBITDA. Strengthened market position for new goods for resale in several European markets thanks to accelerated efforts to work the market. Full-year revenue and EBITDA guidance is maintained.





**Financial review**
Borg Automotive reported a solid increase in sales in Q1 2024 with stronger sales of remanufactured (Reman) products as the main contributor. The revenue improvement was broadly based with most Reman product areas contributing. At the same time, activity levels for new goods for resale (Newman) were in line with expectations. As a result, revenue for the quarter grew by 5% to DKK 503 million from DKK 481 million in the same period of last year.

Consistent with expectations, EBITDA for Q1 2024 soared to DKK 47 million from DKK 29 million in Q1 2023. In a comparison with last year's earnings, it should be noted that Q1 2023 EBITDA was adversely affected by non-recurring costs of about DKK 7 million for the implementation of a new ERP system and organisational adjustments and by an increase in cost prices of goods for resale.

Working capital amounted to DKK 728 million at 31 March 2024, a year-on-year increase of DKK 53 million that was mainly driven by higher trade receivables. ROIC excluding goodwill improved from 10.4% at 31 December 2023 to 11.6% at 31 March 2024, mainly due to the earnings improvement.

**Business review**
With the acquisition of SBS Automotive in July 2021, Borg Automotive acquired a trading company dealing in automotive spare parts. Newman products complement the company's traditional Reman operations. Reman products make up the core of Borg Automotive's business and bring in most of its revenue. The company sells its remanufactured products under four different brands: the international brand Lucas and the company's three private label brands: Elstock, DRI and TMI. The recently added goods for resale are sold under the NK or Eurobrakes brands.

Borg Automotive offers a wide variety of automotive spare parts that are subject to varying markets conditions. The market for brake callipers and brake discs is currently seeing fierce price competition, prompting Borg Automotive to implement a

| **Borg Automotive** (DKKm) | **YTD 2024** | **YTD 2023** | **FY 2023** |
|---|---|---|---|
| Revenue | 503 | 481 | 1,876 |
| EBITDA | 47 | 29 | 153 |
| EBIT | 28 | 11 | 79 |
| CF from operations | -43 | -56 | 76 |
| Working capital | 728 | 676 | 655 |
| ROIC excluding goodwill | 11.6% | 13.0% | 10.4% |
| ROIC including goodwill | 8.0% | 8.8% | 7.1% |

number of measures to solidify its market position. The first quarter of 2024 saw a strong inflow of new orders, and Borg Automotive has a strong focus on maintaining delivery power.

As a result of Russia's invasion of Ukraine in February 2022, trade with Russia was discontinued. This decision caused a significant setback in the acquired trading activities in SBS Automotive, and sales efforts had to be stepped up in other markets to compensate. While these intensified sales efforts have paid off in several European markets over the past year, fully offsetting the disappearance of a significant market naturally takes time.

Hence, securing a strong market position by offering the market both Reman units and Newman products remains Borg Automotive's strategic ambition. Borg Automotive's target is to cover 90% of all passenger cars in the market, and a total of 78 new product references were added to the product programme in Q1 2024 as part of the ongoing development of the overall market proposition.

Based on an assessment of the environmental impact of refabricated automotive spare parts, Borg Automotive now publishes comparative life cycle assessments of its eight product groups. These life cycle assessments were prepared by Linköping University in accordance with ISO 14040 and ISO 14044, and the results clearly indicate a reduced environmental impact from the use of refabricated auto spare parts compared with new parts. For example, remanufacturing of auto spare parts typically emits 60% less $CO_2$ equivalents than the production of new parts and typically consumes 40% less energy.

At the end of 2023, Borg Automotive moved to a newly-constructed head office in Silkeborg, Denmark. The 2,700 m² facility with space for up to 120 employees provides a much needed expansion of the company's administrative facilities as well as a larger showroom and larger commercial facilities. Equipped with heat pumps and a solar plant, the new building is expected to be energy-neutral on an annual basis.

**Outlook**

Borg Automotive experienced growing demand for remanufactured products in the European aftermarket in the first quarter of 2024. Business in goods for resale also developed favourably, but in a highly competitive market, and in order to compensate for the loss of the Russian market, Borg Automotive needs to continue its intense efforts to strengthen its position in other European markets.

The elevated level of activity is expected to continue into Q2 2024, and Borg Automotive expects to harvest additional synergies in 2024 from the acquisition of the Newman business and to grow earnings from goods for resale. Against this background, Borg Automotive still expects to generate revenue of DKK 1.9-2.1 billion and EBITDA in the DKK 170-200 million range in 2024.

# FIBERTEX PERSONAL CARE

Fibertex Personal Care is among the world's largest manufacturers of spunmelt nonwovens for the personal care industry, manufacturing mainly diapers, sanitary towels and incontinence products. Operations also include printing on nonwovens for the personal care industry. Both business areas offer customised solutions, and the products are subject to tough requirements in terms of safety, health and comfort.

# Fibertex Personal Care develops and produces innovative products for the global personal care industry.

Mikael Staal Axelsen, CEO of Fibertex Personal Care

**Market**
Diapers, sanitary towels and incontinence products are typical necessities; that is, articles that are difficult to do without. In other words, demand for the products is relatively stable, and they are used all over the world. The general economic developments and gains in standards of living are the factors generating growth and expanding the market. Growth has historically been strongest in Asia, where the adoption of disposable diapers manufactured from nonwoven materials is significantly lower than in Europe and the USA. Asia is also experiencing the biggest improvements in income and standards of living, and a long-term increase in the use of nonwovens is expected in the region.

Nonwovens is a non-woven material made from plastics. It has a range of applications and is characterised by being light and soft, and it can be manufactured using fewer resources and at lower costs than other materials.

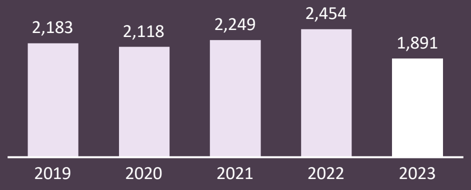
Among the world's ten largest manufacturers of nonwovens for personal care, Fibertex Personal Care has a global market share of over 5%. The company operates manufacturing facilities in Europe and Asia, as well as specialised print production facilities in Europe and the USA. Fibertex Personal Care is a leader in innovation, service and quality with a great focus on sustainability, including through the use of certified, recycled and bio-based materials, which is expected to increase.

Customers use nonwovens to manufacture hygiene products, which are then distributed to consumers via supermarkets, public institutions and web shops. Customers are medium-sized and multinational brand names.

**Geography**
Fibertex Personal Care is headquartered in Aalborg, Denmark, has nonwovens production facilities in Denmark and Malaysia and print production facilities in Germany and the United States.

**Ownership – past and present**
Fibertex was founded in 1968 and acquired by Schouw & Co. in 2002. The Personal Care activities have been a part of Fibertex since 1998 and were hived off as an independent portfolio business directly under Schouw & Co. in 2011.

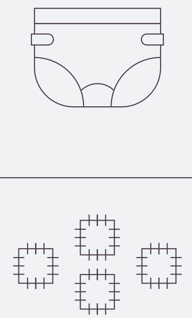
**Revenue performance (DKKm)**



## Fibertex Personal Care

# Earnings performance in line with expectations

Fibertex Personal Care reported a drop in revenue due to reduced prices, whereas volume sales increased as a result of extraordinarily strong demand in Europe. As expected, EBITDA declined due to fierce competition in Asia. Full-year revenue and EBITDA guidance maintained.



**Financial review**
Fibertex Personal Care generated revenue of DKK 465 million in Q1 2024, a year-on-year decline of 9% from DKK 510 million in Q1 2023. The decline was driven by lower selling prices caused by lower prices of raw materials as well as growing competition in Asia, where volume sales of nonwovens also dropped, while sales in Europe improved.

Despite the increased volume sales, earnings declined as expected. EBITDA for Q1 2024 was DKK 49 million, a 30% decline from DKK 70 million in Q1 2023. The downturn in earnings was mainly driven by lower margins in the very competitive Asian market.

Fibertex Personal Care reduced its working capital from DKK 387 million at 31 March 2023 to DKK 351 million at 31 March 2024. The main reason for the reduced working capital was a drop in receivables and inventories. The lower earnings reduced ROIC excluding goodwill to 8.0% at 31 March 2023 from 9.1% at the end of 2023 despite the also lower average working capital.

**Business review**
The market for incontinence products is modest in size compared to the market for baby diapers, but growth rates are relatively high, and the market thus offers significant potential for Fibertex Personal Care. The growth rate is a reflection of demographic trends with a growing elderly population and gains in standards of living. This has increased public openness about incontinence and made it less of a taboo topic. Especially elderly people in good health have become more active and have higher demands for quality of life – and they increasingly demand aids and appliances that can meet their needs. As a result, new products are being developed and made more available in the retail trade, and since consumers have gained the financial resources to buy their way to increased quality of life, the market for incontinence products has grown.

Only a few years ago, incontinence products were primarily for institutional use where their absorbency function was the most important criterion. The product range has

| **Fibertex Personal Care** (DKKm) | **YTD 2024** | **YTD 2023** | **FY 2023** |
|---|---|---|---|
| Revenue | 465 | 510 | 1,891 |
| EBITDA | 49 | 70 | 262 |
| EBIT | 20 | 38 | 137 |
| CF from operations | 36 | 69 | 234 |
| Working capital | 351 | 387 | 349 |
| ROIC excluding goodwill | 8.0% | 7.8% | 9.1% |
| ROIC including goodwill | 7.5% | 7.4% | 8.5% |

since been extended to meet the needs and demands for discretion, protection and comfort – in both the institutional and the private markets. This means that people with light incontinence no longer have to buy sanitary towels, which obviously do not meet the need for discretion, protection and comfort; instead, they can buy the product suitable for their particular type of incontinence.

Fibertex Personal Care is part of this development, and the company has the necessary skills and technologies. Sales of incontinence appliances now account for about one third of the total volume produced at the company's factory in Denmark. A similar trend is seen in the Asian markets, not least in Japan, which is one of Fibertex Personal Care's principal markets. However, the Asian market for nonwovens is characterised by overcapacity due to significant production capacity expansions. This has created an imbalance between supply and demand and a resulting pressure on selling prices. At the same time, demand for nonwovens in China has stagnated due to a declining birth rate, which directly impacts on the sale of baby diapers, the item constituting the single largest use of nonwovens.

The European market, on the other hand, is more consolidated, and Fibertex Personal Care in Denmark recorded extraordinarily strong demand in Q1 2024. To support the increased order inflow and ensure high reliability of supply to customers, the company has set up an intercompany supply chain with the factory in Malaysia. This way of utilising capacity has only been possible because many customers have qualified their products for manufacture at both factories.

Similarly, in relation to its print operations (Innowo Print), Fibertex Personal Care has utilised the flexibility and thus the possibility to receive nonwoven material from both Denmark and Malaysia with a view to printing on the material in either Germany or the USA. A complex process for most companies, but a competitive advantage for Fibertex Personal Care. Also, Innowo Print continues its success story by extending its product portfolio to include the market for pet products. Prints on absorbing pet pads of the Pet Life brand are now available in all Walmart stores in the United States. This is a niche area with huge development potential, especially in the US market.

As the first company in the world, Fibertex Personal Care last year introduced a nonwoven material weighing just 5 grams per m². This is a product that enables a reduction in the volume of plastics in diapers, while also significantly reducing greenhouse gas emissions per diaper produced. This new ultralight weight class opens the door to new applications and offers several competitive advantages for the company – also in relation to the demand for more sustainable solutions.

Following several years of very high volatility in the energy market and the market for polypropylene (PP), which is the company's principal raw material, prices are now more stable and at a lower level than in the same period of 2023. In relation to energy supply, Fibertex Personal Care has teamed up with its machinery supplier to develop a hybrid solution so that the company can replace part of the gas consumed with electricity during operations. This will strengthen both operating economics and the reliability of supply.

**Outlook**

Fibertex Personal Care expects business activity to soften in 2024 relative to 2023. The company will have additional output capacity available in Malaysia during 2024, but the challenging competitive market in Asia will limit the effect. However, Fibertex Personal Care expects that its investments in new technology will bolster its competitive position and enable it to retain its market position.

Fibertex Personal Care continues to expect average prices of raw materials to be lower in 2024 than in 2023 as well as reduced volume sales and tough price competition in Asia. Against this background, Fibertex Personal Care maintains its full-year guidance of revenue of DKK 1.6-1.8 billion and EBITDA in the range of DKK 160-200 million. However, revenue and EBITDA are, as always, subject to potential changes in prices of raw materials and in foreign exchange rates.

Fibertex NONWOVENS

Fibertex Nonwovens is among the world's leading manufacturers of specialised nonwovens. Nonwovens are fibre sheets produced on high-tech processing facilities with various purpose-specific post-processings. The processed materials have a broad range of different applications, including in cars, in the construction industry and for filtration solutions. In addition, Fibertex Nonwovens produces textiles for special-purpose disposable wipes for hygiene, cleaning and other purposes.

# Nonwovens is a versatile material that Fibertex Nonwovens uses to create value-adding applications through innovation and product development.

Jørgen Bech Madsen, CEO of Fibertex Nonwovens

**Market**
In cars, nonwovens are used to reduce weight and thereby lower carbon emissions, but nonwovens are also used as an acoustic fabric, as it absorbs sound and thereby increases comfort. In the construction sector, nonwoven materials are used to prolong the life of roads and bridges, and the material can be used to construct energy-efficient liquid and air filter solutions in cars, for industrial filtration and in ventilation systems, for example.

In the disposable wipes segment, nonwovens form part of products for industrial cleaning, while the focus in the healthcare sector is on disinfection solutions, and here Fibertex Nonwovens supplies a number of products, including special-purpose disinfectant wipes.

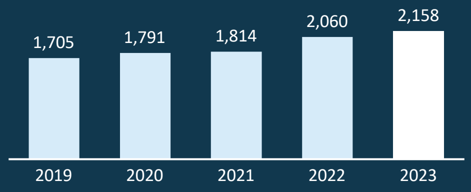
Customers demand sustainable solutions, and thanks to new technology, Fibertex Nonwovens is able to produce wipes from non-synthetic fibre, replacing the use of synthetic fibre. Recently, Fibertex Nonwovens launched a range of products based on organic cotton for use in, for example, feminine hygiene and skin care products.

Fibertex Nonwovens has increasingly focused on circular solutions, and the company aims to increase the proportion of recycled plastics in production, which means using much fewer resources and lowering greenhouse gas emissions substantially.

**Geography**
Fibertex Nonwovens has its head office in Aalborg, Denmark, and production facilities in Denmark, France, the Czech Republic, Türkiye, the USA, South Africa and Brazil.

**Ownership – past and present**
Fibertex was founded in 1968 and acquired by Schouw & Co. in 2002. The business previously included the Personal Care activities, which were hived off as an independent portfolio company in 2011.

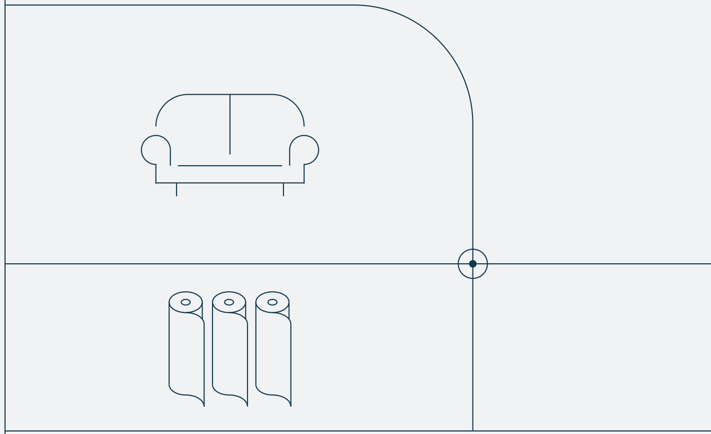
**Revenue performance (DKKm)**



## Fibertex Nonwovens

# Improved performance as expected

Fibertex Nonwovens reported a revenue increase for Q1, driven by an increase in volume sales. Strong demand in several product areas combined with increased production capacity were the factors behind the expected increase in EBITDA. Full-year revenue and EBITDA guidance maintained.



**Financial review**
Fibertex Nonwovens reported Q1 2024 revenue of DKK 579 million, a 2% increase from DKK 569 million in Q1 2023. The revenue improvement was mainly driven by an increase in volumes sold which more than offset the effects of reduced selling prices and adverse foreign exchange developments. The increase in sales was driven by higher sales of wipes and similar products in the USA, enabled by the new production line installed at the company's site in Greenville, South Carolina, and put into commercial operation at the beginning of 2024. The improvement was further underpinned by increased sales to the construction industry and the US auto industry, whereas sales to the European auto industry edged down in Q1 2024 after otherwise positive growth in Q4 2023.

Consistent with expectations, EBITDA improved to DKK 59 million in Q1 2024 from DKK 42 million in Q1 2023. The US operations remained a drag on earnings, due in part to the as yet still outstanding full phase-in of the new production capacity and to ongoing costs for organisational changes and extensive product development. On the other hand, energy costs were lower in Q1 2024 than a year earlier.

Working capital was reduced to DKK 577 million at the end of Q1 2024, which was DKK 56 million lower than at the end of Q1 2023. The reduction was driven in particular by reduced inventories of raw materials and finished goods, combined with the fact that the company managed to reduce trade receivables despite the higher revenue.

ROIC excluding goodwill improved from 3.8% at the end of 2023 to 4.5% at 31 March 2024 due mainly to the increased earnings. The improved, yet still low, return was naturally impacted by the massive investments made in new technology and as yet only partially commissioned production capacity.

**Business review**
Fibertex Nonwovens has invested to expand its global production capacity in recent years. This has been instrumental in enabling Fibertex Nonwovens to capitalise on the busi-

| **Fibertex Nonwovens** (DKKm) | **YTD 2024** | **YTD 2023** | **FY 2023** |
|---|---|---|---|
| Revenue | 579 | 569 | 2,158 |
| EBITDA | 59 | 42 | 169 |
| EBIT | 32 | 17 | 72 |
| CF from operations | -11 | -20 | 83 |
| Working capital | 577 | 633 | 550 |
| ROIC excluding goodwill | 4.5% | 0.9% | 3.8% |
| ROIC including goodwill | 4.3% | 0.9% | 3.6% |

ness opportunities unfolding in the wake of the coronavirus pandemic, which, however, were followed by a prolonged period of extremely challenging market conditions.

By continually investing in innovation and sustainable solutions, Fibertex Nonwovens has built competitive strength at its factories, and the company continues to see a strong potential for profitable growth, especially for products for more specialised applications. In order to accommodate such future demand, Fibertex Nonwovens launched an investment programme in 2021, which is intended to provide a platform for strong future growth and significantly improved earnings in the years ahead. The programme is mainly for two production lines applying the spunlacing technology, where the fibres of the non-woven textiles are entangled using high-speed jets of water.

The first of the two production lines has been installed at the company's site in Greenville, South Carolina, and was put into commercial operation in early 2024. The company is seeing considerable market interest in the products which the line will manufacture. The second line will be installed in Europe at a later date.

Developing new products and business concepts is essential in securing profitable and sustainable developments for Fibertex Nonwovens. The company is introducing production and capacity-enhancing measures at its factory sites on an ongoing basis as part of high-priority efforts to  build a more competitive business. Fibertex Nonwovens has adopted a strategy where development efforts are strategically managed from Denmark, but are driven by Fibertex Nonwovens's local R&D centres. Most development efforts are performed in close cooperation with selected customers, but strategic development projects also involve suppliers of new technology as well as universities.

**Outlook**

Fibertex Nonwovens felt the effects in 2022 of an unfortunate combination of shrinking demand and escalating costs. The challenging situation also had an impact on 2023, although several terms and conditions improved during the year. However, the current situation does not change the expectations of sound growth in most market segments over the coming years. Fibertex Nonwovens has the right technology and a promising pipeline and is therefore well positioned in the international competition. The short-term goal for 2024 is to build volume while securing sustainable earnings power, so the company will be in a position to implement its plans for the coming years and capitalise on the full potential of the capacity-expanding investments made.

The level of activity has been marked by balanced demand since the beginning of the year, primarily due to the uncertainty prevailing in terms of the global economy and the geopolitical tensions. The latest developments in the Gulf region may further increase the uncertainty regarding transport costs and prices of raw materials.

Overall, Fibertex Nonwovens expects to increase its volume sales relative to 2023. It plans to do so through the ramped-up production capacity, which enables the company to accommodate North American customers' demand for materials for wipes. In addition, demand for materials is expected to pick up for the European main segments, including materials for filtration solutions and med-tech products.

Against this background, Fibertex Nonwovens still expects to generate revenue of DKK 2.3-2.5 billion and EBITDA in the DKK 200-240 million range in 2024.

# INTERIM REPORT

# Statements of income and comprehensive income

| Note | Income statement | YTD 2024 | YTD 2023 | FY 2023 |
|---|---|---|---|---|
| 1 | Revenue | 7,882 | 8,678 | 37,210 |
| 2 | Operating expenses | -7,243 | -8,167 | -34,386 |
| | Other operating income | 12 | 6 | 39 |
| | Other operating expenses | 0 | -6 | -14 |
| | **EBITDA** | **652** | **511** | **2,849** |
| | Depreciation, amortisation and impairment | -277 | -267 | -1,121 |
| | **EBIT** | **374** | **244** | **1,727** |
| | Profit after tax in associates | -6 | -13 | -36 |
| | Profit after tax in joint ventures | 10 | 13 | 45 |
| | Financial income | 94 | 75 | 157 |
| | Financial expenses | -240 | -156 | -526 |
| | **Profit before tax** | **233** | **163** | **1,367** |
| | Tax on profit for the period | -87 | -53 | -376 |
| | **Profit for the period** | **146** | **109** | **991** |
| | Shareholders of Schouw & Co. | 145 | 100 | 935 |
| | Non-controlling interests | 1 | 9 | 56 |
| | **Profit/loss for the year** | **146** | **109** | **991** |
| 6 | Earnings per share (DKK) | 6.18 | 4.27 | 39.78 |
| 6 | Diluted earnings per share (DKK) | 6.17 | 4.26 | 39.76 |

| Note | Statement of comprehensive income | YTD 2024 | YTD 2023 | FY 2023 |
|---|---|---|---|---|
| | Items that cannot be reclassified to the income statement: | | | |
| | Actuarial gains/losses on defined benefit pension liabilities | 0 | 0 | -28 |
| | Tax on other comprehensive income | 0 | 0 | 5 |
| | **Total items that cannot be reclassified to the income statement** | **0** | **0** | **-23** |
| | Items that can be reclassified to the income statement: | | | |
| | Foreign exchange adjustments of foreign subsidiaries | -38 | -135 | -228 |
| | Value adjustment of hedging instruments for the year | -1 | -10 | 34 |
| | Hedging instruments transferred to operating expenses | 3 | -15 | -38 |
| | Hedging instruments transferred to financials | 4 | -3 | -5 |
| | Hyperinflation restatements | 5 | -3 | 18 |
| | Other comprehensive income from associates and JVs | 0 | 0 | -37 |
| | Other adjustments to other comprehensive income | 0 | 0 | 3 |
| | Tax on other comprehensive income | 0 | 8 | 1 |
| | **Total items that can be reclassified to the income statement** | **-26** | **-157** | **-254** |
| | **Other comprehensive income after tax** | **-26** | **-157** | **-277** |
| | Profit for the period | 146 | 109 | 991 |
| | **Total recognised comprehensive income** | **119** | **-47** | **713** |
| | Attributable to: | | | |
| | Shareholders of Schouw & Co. | 116 | -47 | 679 |
| | Non-controlling interests | 3 | 0 | 35 |
| | **Total recognised comprehensive income** | **119** | **-47** | **713** |

Amounts in DKK million

# Cash flow statement

| Note | | YTD 2024 | YTD 2023 | FY 2023 |
|---|---|---|---|---|
| | EBITDA | 652 | 511 | 2,849 |
| | Adjustment for non-cash operating items etc.: | | | |
| | Changes in working capital | -267 | -495 | -377 |
| | Provisions | 12 | 14 | -44 |
| | Other non-cash operating items, net | 3 | 34 | 191 |
| | **Cash flows from operations before interest and tax** | **400** | **64** | **2,619** |
| | Net interest paid | -87 | -61 | -389 |
| | Income tax paid | -142 | -99 | -452 |
| | **Cash flows from operating activities** | **171** | **-96** | **1,777** |
| | Purchase of intangible assets | -9 | -9 | -48 |
| | Purchase of property, plant and equipment | -180 | -214 | -819 |
| | Sale of property, plant and equipment | 7 | 12 | 8 |
| 4 | Acquisitions | 0 | -380 | -684 |
| | Acquisition of investments in associates | 0 | 0 | -1 |
| | Dividends received from associates | 0 | 0 | 29 |
| | Loans to associate | 0 | 10 | -6 |
| | Loans to customers (repayment of loans) | 6 | 1 | 0 |
| | Additions/disposals of other financial assets | 2 | -1 | 0 |
| | **Cash flows from investing activities** | **-173** | **-580** | **-1,521** |

| Note | | YTD 2024 | YTD 2023 | FY 2023 |
|---|---|---|---|---|
| | Loan financing: | | | |
| | Repayment of other non-current liabilities | -468 | -111 | -1,191 |
| | Proceeds from non-current liabilities incurred | 2 | 0 | 1,677 |
| | Increase/repayment of bank overdrafts | 705 | 720 | -494 |
| | **Cash flows from debt financing** | **238** | **610** | **-9** |
| | Shareholders: | | | |
| | Capital contributions by non-controlling shareholders | 0 | 0 | 0 |
| | Dividends paid | -8 | 0 | -377 |
| | Purchase of treasury shares | -113 | 0 | -75 |
| | Sale of treasury shares | 46 | 55 | 94 |
| | **Cash flows from financing activities** | **163** | **665** | **-367** |
| | Cash flows for the period | 160 | -11 | -111 |
| | Cash and cash equivalents, beginning of period | 584 | 712 | 712 |
| | Value adjustment of cash and cash equivalents | -2 | -7 | -16 |
| | **Cash and cash equivalents, end of period** | **743** | **693** | **584** |

Amounts in DKK million

# Balance sheet · Assets and liabilities

| Note | Assets | 31/3 2024 | 31/12 2023 | 31/3 2023 | 31/12 2022 |
|---|---|---|---|---|---|
| | Intangible assets | 4,448 | 4,505 | 4,622 | 4,267 |
| | Property, plant and equipment | 6,145 | 6,169 | 6,106 | 6,093 |
| | Lease assets | 786 | 846 | 664 | 694 |
| | Equity investments in associates | 418 | 417 | 473 | 498 |
| | Equity investments in joint ventures | 212 | 198 | 192 | 182 |
| | Securities | 93 | 92 | 93 | 92 |
| | Deferred tax | 247 | 203 | 226 | 189 |
| | Receivables | 182 | 193 | 206 | 199 |
| | **Total non-current assets** | **12,530** | **12,623** | **12,582** | **12,214** |
| | Inventories | 7,646 | 8,003 | 9,026 | 9,043 |
| 3 | Receivables | 6,607 | 6,321 | 6,403 | 6,181 |
| | Prepayments | 227 | 169 | 239 | 240 |
| | Income tax receivable | 148 | 197 | 77 | 56 |
| | Cash and cash equivalents | 743 | 584 | 693 | 712 |
| | **Total current assets** | **15,371** | **15,274** | **16,438** | **16,231** |
| | **Total assets** | **27,901** | **27,896** | **29,020** | **28,445** |

| Note | Equity and liabilities | 31/3 2024 | 31/12 2023 | 31/3 2023 | 31/12 2022 |
|---|---|---|---|---|---|
| 6 | Share capital | 255 | 255 | 255 | 255 |
| | Hedging reserve | 10 | 3 | -10 | 9 |
| | Translation reserve | -169 | -127 | -5 | 121 |
| | Hyperinflation adjustment reserve | 59 | 53 | 42 | 45 |
| | Retained earnings | 10,125 | 10,064 | 9,689 | 9,535 |
| | Proposed dividend | 408 | 408 | 383 | 383 |
| | **Equity attributable to parent company shareholders** | **10,688** | **10,656** | **10,354** | **10,348** |
| | Non-controlling interests | 895 | 900 | 889 | 889 |
| | **Total equity** | **11,583** | **11,556** | **11,243** | **11,237** |
| | Deferred tax | 511 | 488 | 552 | 480 |
| | Pension obligations | 60 | 78 | 42 | 48 |
| | Other liabilities | 161 | 160 | 164 | 165 |
| | Liability regarding put options | 564 | 545 | 498 | 483 |
| | Interest-bearing debt | 3,979 | 5,089 | 6,573 | 5,842 |
| | **Non-current liabilities** | **5,273** | **6,360** | **7,828** | **7,017** |
| | Interest-bearing debt | 3,367 | 2,018 | 839 | 838 |
| | Trade payables and other payables | 6,731 | 7,039 | 8,173 | 8,492 |
| | Prepayments from customers | 194 | 191 | 253 | 275 |
| | Deferred income | 130 | 28 | 138 | 17 |
| | Liability regarding put options | 405 | 396 | 381 | 388 |
| | Income tax | 219 | 309 | 164 | 180 |
| | **Current liabilities** | **11,045** | **9,981** | **9,949** | **10,191** |
| | **Total liabilities** | **16,318** | **16,341** | **17,776** | **17,208** |
| | **Total equity and liabilities** | **27,901** | **27,896** | **29,020** | **28,445** |

Notes without reference: Capital resources (note 5), Fair value of categories of financial assets and liabilities (note 7), Related party transactions (note 8) and Special risks, judgments and estimates, and accounting policies (note 9).

Amounts in DKK million

# Statement of changes in equity

| | Share capital | Hedging reserve | Translation reserve | Hyperinflation adjustment reserve | Retained earnings | Proposed dividend | Total | Non-controlling interests | Equity |
|---|---|---|---|---|---|---|---|---|---|
| Equity at 1 January 2023 | 255 | 9 | 121 | 45 | 9,535 | 383 | 10,348 | 889 | 11,237 |
| Profit and other comprehensive income: | | | | | | | | | |
| Profit for the period | | 0 | 0 | 0 | 100 | 0 | 100 | 9 | 109 |
| Other comprehensive income | | -19 | -126 | -3 | 0 | 0 | -147 | -9 | -157 |
| **Total recognised comprehensive income** | | **-19** | **-126** | **-3** | **100** | **0** | **-47** | **0** | **-47** |
| Transactions with owners: | | | | | | | | | |
| Share-based payment | | 0 | 0 | 0 | 7 | 0 | 7 | 0 | 7 |
| Value adjustment of put option | | 0 | 0 | 0 | -8 | 0 | -8 | 0 | -8 |
| Sale of treasury shares | | 0 | 0 | 0 | 55 | 0 | 55 | 0 | 55 |
| **Total transactions with owners during the year** | | **0** | **0** | **0** | **54** | **0** | **54** | **0** | **54** |
| **Equity at 31 March 2023** | **255** | **-10** | **-5** | **42** | **9,689** | **383** | **10,354** | **889** | **11,243** |
| Equity at 1 January 2024 | 255 | 3 | -127 | 53 | 10,064 | 408 | 10,656 | 900 | 11,556 |
| Profit and other comprehensive income: | | | | | | | | | |
| Profit for the period | | 0 | 0 | 0 | 145 | 0 | 145 | 1 | 146 |
| Other comprehensive income | | 7 | -40 | 5 | 0 | 0 | -28 | 2 | -26 |
| **Total recognised comprehensive income** | | 7 | -40 | 5 | 145 | 0 | 116 | 3 | 119 |
| Transactions with owners: | | | | | | | | | |
| Share-based payment | | 0 | 0 | 0 | 10 | 0 | 10 | 0 | 10 |
| Distributed dividends | | 0 | 0 | 0 | 0 | 0 | 0 | -8 | -8 |
| Value adjustment of put option | | 0 | 0 | 0 | -28 | 0 | -28 | 0 | -28 |
| Purchase of treasury shares | | 0 | 0 | 0 | -113 | 0 | -113 | 0 | -113 |
| Sale of treasury shares | | 0 | 0 | 0 | 46 | 0 | 46 | 0 | 46 |
| **Total transactions with owners during the period** | | **0** | **0** | **0** | **-84** | **0** | **-84** | **-8** | **-92** |
| **Equity at 31 March 2024** | **255** | **10** | **-169** | **59** | **10,125** | **408** | **10,688** | **895** | **11,583** |

Amounts in DKK million

# 1
## Segment reporting

| Reporting segments YTD 2024 | BioMar | GPV | HydraSpecma | Borg Automotive | Fibertex Personal Care | Fibertex Nonwovens | Reporting segments | Parent company | Group eliminations etc. | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| External revenue | 3,244 | 2,319 | 775 | 503 | 462 | 579 | 7,882 | 0 | 0 | 7,882 |
| Intra-group revenue | 0 | 0 | 0 | 0 | 3 | 0 | 3 | 4 | -7 | 0 |
| **Segment revenue** | **3,244** | **2,320** | **775** | **503** | **465** | **579** | **7,885** | **4** | **-7** | **7,882** |
| EBITDA | 270 | 155 | 85 | 47 | 49 | 59 | 665 | -14 | 0 | 652 |
| Depreciation, amortisation and impairment | 90 | 79 | 33 | 19 | 28 | 27 | 277 | 0 | 0 | 277 |
| EBIT | 180 | 76 | 52 | 28 | 20 | 32 | 389 | -14 | 0 | 374 |
| Share of profit in associates and JVs | 5 | 0 | 0 | 0 | 0 | 0 | 5 | 0 | 0 | 5 |
| Tax on profit/loss for the year | -43 | -13 | -10 | -2 | -3 | -7 | -77 | -10 | 0 | -87 |
| Profit for the year | 88 | -19 | 28 | 12 | 9 | -2 | 115 | 31 | 0 | 146 |
| Segment assets | 11,104 | 7,301 | 2,810 | 2,503 | 1,972 | 2,662 | 28,353 | 16,650 | -17,102 | 27,901 |
| Of which goodwill | 1,545 | 351 | 291 | 516 | 99 | 121 | 2,922 | 0 | 0 | 2,922 |
| Equity investments in associates and JVs | 618 | 0 | 12 | 0 | 0 | 0 | 630 | 0 | 0 | 630 |
| Segment liabilities | 7,782 | 5,027 | 1,853 | 1,396 | 1,011 | 1,779 | 18,849 | 6,988 | -9,518 | 16,318 |
| Working capital | 2,367 | 2,477 | 959 | 728 | 351 | 577 | 7,458 | -43 | 0 | 7,415 |
| Net interest-bearing debt | 2,961 | 2,327 | 1,129 | 689 | 601 | 1,329 | 9,037 | -2,614 | 0 | 6,423 |
| Cash flows from operating activities | -39 | 150 | 23 | -43 | 36 | -11 | 115 | 47 | 8 | 171 |
| Capital expenditure | 39 | 57 | 27 | 8 | 28 | 22 | 181 | 1 | 0 | 181 |
| Acquisitions (divestments) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average no. of employees | 1,600 | 8,124 | 1,481 | 2,067 | 706 | 1,096 | 15,074 | 22 | 0 | 15,095 |

Based on management control and financial management, Schouw & Co. has identified six reporting segments, which are BioMar, GPV, HydraSpecma, Borg Automotive, Fibertex Personal Care and Fibertex Nonwovens. Management primarily evaluates reporting segments based on the performance measures EBITDA and EBIT but also regularly considers the segments' cash flows from operations and working capital. All inter-segment transactions were made on an arm's length basis.

Capex is defined as the net cash flow for the year for investment in property plant and equipment and intangible assets.

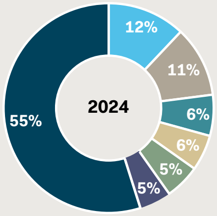
Acquisitions are defined as cash flows for the year from investment in acquisition and divestment of enterprises, including associates and joint ventures.

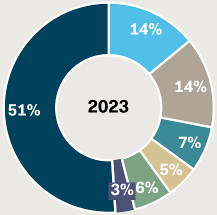
Amounts in DKK million

# 1
## Segment reporting (continued)

| Reporting segments YTD 2023 | BioMar | GPV | HydraSpecma | Borg Automotive | Fibertex Personal Care | Fibertex Nonwovens | Reporting segments | Parent company | Group eliminations etc. | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| External revenue | 3,671 | 2,661 | 791 | 481 | 506 | 569 | 8,678 | 0 | 0 | 8,678 |
| Intra-group revenue | 0 | 0 | 0 | 0 | 4 | 0 | 4 | 3 | -7 | 0 |
| **Segment revenue** | **3,671** | **2,661** | **791** | **481** | **510** | **569** | **8,682** | **3** | **-7** | **8,678** |
| EBITDA | 117 | 179 | 87 | 29 | 70 | 42 | 524 | -13 | 0 | 511 |
| Depreciation, amortisation and impairment | 84 | 78 | 30 | 18 | 31 | 24 | 267 | 0 | 0 | 267 |
| EBIT | 33 | 101 | 56 | 11 | 38 | 17 | 257 | -13 | 0 | 244 |
| Share of profit in associates and JVs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tax on profit/loss for the year | -1 | -28 | -9 | -1 | -7 | 0 | -47 | -6 | 0 | -53 |
| Profit for the year | -14 | 33 | 37 | 6 | 24 | -4 | 82 | 27 | 0 | 109 |
| Segment assets | 11,360 | 8,107 | 2,699 | 2,426 | 2,102 | 2,755 | 29,449 | 16,176 | -16,605 | 29,020 |
| Of which goodwill | 1,578 | 347 | 286 | 516 | 99 | 121 | 2,946 | 0 | 0 | 2,946 |
| Equity investments in associates and JVs | 656 | 0 | 10 | 0 | 0 | 0 | 665 | 0 | 0 | 665 |
| Segment liabilities | 8,226 | 5,838 | 1,770 | 1,419 | 1,068 | 1,785 | 20,107 | 6,847 | -9,178 | 17,776 |
| Working capital | 2,057 | 2,759 | 912 | 676 | 387 | 633 | 7,423 | -15 | 0 | 7,408 |
| Net interest-bearing debt | 2,984 | 2,417 | 1,030 | 500 | 625 | 1,330 | 8,884 | -2,335 | 0 | 6,550 |
| Cash flows from operating activities | -93 | -88 | 43 | -56 | 69 | -20 | -146 | 43 | 7 | -96 |
| Capital expenditure | 45 | 67 | 43 | 15 | 9 | 32 | 211 | 0 | 0 | 211 |
| Acquisitions (divestments) | 0 | 0 | 380 | 0 | 0 | 0 | 380 | 0 | 0 | 380 |
| Average no. of employees | 1,595 | 8,585 | 1,368 | 1,973 | 711 | 1,064 | 15,296 | 18 | 0 | 15,314 |

### Revenue by country




| | YTD 2024 | YTD 2023 |
|---|---|---|
| Norway | 950 | 1,183 |
| Chile | 863 | 1,196 |
| Denmark | 500 | 580 |
| Germany | 437 | 425 |
| Sweden | 428 | 486 |
| Ecuador | 387 | 298 |
| Other | 4,705 | 4,510 |
| **Total** | **7,882** | **8,678** |

The data on revenue by geography are based on customers' geographical location, while data on property, plant and equipment and lease assets by geography are based the geographical location of the assets. The specification shows individual countries that account for more than 5% of the Group in terms of revenue or assets. As Schouw & Co.'s consolidated revenue is generated in some 100 different countries, a very large proportion of revenue derives from the 'Other' category. Intangible assets are not classified by geography, as the value of neither customers nor goodwill can be precisely allocated to specific countries.

Amounts in DKK million

# 2
## Operating expenses

| | YTD 2024 | YTD 2023 |
|---|---|---|
| Cost of sales, including write-down of inventories, net | -5,400 | -6,362 |
| Staff costs | -1,065 | -1,008 |
| Repairs and maintenance | -81 | -78 |
| Energy costs | -125 | -152 |
| Freight costs | -178 | -200 |
| Other costs | -392 | -368 |
| **Total operating expenses** | **-7,243** | **-8,167** |

**Share-based payment: Share option programme**
The company has an incentive programme for the Management and senior managers, including the executive management of subsidiaries. The programme entitles participants to acquire shares in Schouw & Co. at a price based on the officially quoted price at around the time of grant plus a calculated rate of interest of 2.00% from the date of grant until the date of exercise. The exercise price is adjusted by deduction of ordinary dividends, which cannot exceed the accrued interest. Costs relating to the option programme are calculated on the basis of the Black & Scholes model and are expensed under staff costs on a straight-line basis over the vesting period.

| Outstanding options | Executive management | Other | Total |
|---|---|---|---|
| Total outstanding options at 31 December 2023 | 216,187 | 1,239,000 | 1,455,187 |
| Exercised (from 2020 grant) | - | -88,000 | -88,000 |
| Lapsed (from 2020 grant) | -45,000 | | -45,000 |
| Lapsed (from 2021 grant) | - | -10,000 | -10,000 |
| Lapsed (from 2022 grant) | - | -12,000 | -12,000 |
| **Total outstanding options at 31 March 2024** | **171,187** | **1,129,000** | **1,300,187** |

# 3
## Receivables (current)

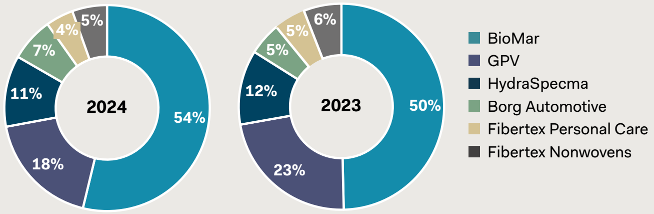
| | 31/3 2024 | 31/3 2023 |
|---|---|---|
| Trade receivables | 6,116 | 6,004 |
| Other current receivables | 491 | 400 |
| **Total current receivables** | **6,607** | **6,403** |

| | | Due between (days) | | | |
|---|---|---|---|---|---|
| **31/3 2024** | Not fallen due | 1-30 | 31-90 | >91 | Total |
| Trade receivables | 5,100 | 604 | 230 | 310 | 6,244 |
| Impairment losses on trade receivables | -33 | -7 | -18 | -70 | -128 |
| **Trade receivables, net** | **5,068** | **597** | **212** | **240** | **6,116** |
| Proportion of total receivables expected to be settled | | | | | 97.9% |
| Impairment rate | 0.6% | 1.1% | 8.0% | 22.7% | 2.1% |

| | | Due between (days) | | | |
|---|---|---|---|---|---|
| **31/3 2023** | Not fallen due | 1-30 | 31-90 | >91 | Total |
| Trade receivables | 5,250 | 435 | 212 | 300 | 6,197 |
| Impairment losses on trade receivables | -31 | -3 | -14 | -145 | -194 |
| **Trade receivables, net** | **5,218** | **432** | **198** | **155** | **6,004** |
| Proportion of total receivables expected to be settled | | | | | 96.9% |
| Impairment rate | 0.6% | 0.7% | 6.6% | 48.3% | 3.1% |

| Impairment losses on trade receivables | 31/3 2024 | 31/3 2023 |
|---|---|---|
| Impairment losses, beginning of period | -134 | -195 |
| Foreign exchange adjustments | 0 | 3 |
| Impairment losses for the year | -4 | -2 |
| Realised loss | 10 | 1 |
| **Impairment losses, end of period** | **-128** | **-194** |

**Trade receivables by portfolio company**




Amounts in DKK million

# 4
## Acquisitions

| | YTD 2024 | YTD 2023 |
|---|---|---|
| Customer relations | 0 | 108 |
| Technology | 0 | 165 |
| Other intangible assets | 0 | 26 |
| Property, plant and equipment | 0 | 7 |
| Financial assets | 0 | 3 |
| Inventories | 0 | 97 |
| Receivables | 0 | 77 |
| Cash and cash equivalents | 0 | 40 |
| Credit institutions | 0 | -100 |
| Trade payables | 0 | -52 |
| Other payables | 0 | -43 |
| Deferred tax | 0 | -66 |
| **Net assets acquired** | 0 | **261** |
| | | |
| Goodwill | 0 | 159 |
| **Acquisition cost** | **0** | **419** |
| | | |
| Of which cash and cash equivalents | 0 | -40 |
| **Total cash acquisition costs** | **0** | **380** |

Schouw & Co. has not carried out any acquisitions in 2024.

**2023**
HydraSpecma acquired the wind division from Ymer Technology effective on 1 February 2023. The acquisition included approximately 180 employees working for companies in Sweden, Denmark, the USA, India and China. The acquisition gives HydraSpecma strong competencies within cooling and conditioning of wind turbine nacelles, which complement HydraSpecma's existing expertise as a subcontractor to the wind turbine industry.

Amounts in DKK million

# 5

## Capital resources

**Capital resources**

It is group policy when raising loans to maximise flexibility by diversifying borrowing in respect of maturity/renegotiation dates and counter-parties, with due consideration to costs. The Group's capital resources consist of cash and undrawn credit facilities. The Group's objective is to have sufficient capital resources to make company acquisitions and to allow it to continue to operate the business in an adequate manner and to react to unforeseen fluctuations in the use of supply chain financing arrangements and any other fluctuations in its cash holdings.

| | Loans and lines | Of which utilised | Unutilised | Commitment | Avg. term to maturity |
|---|---|---|---|---|---|
| Revolving credit facility | 3,275 | -1,340 | 1,935 | Committed | 1 yr 9 mths |
| Schuldschein | 2,692 | -2,692 | 0 | Committed | 2 yrs 6 mths |
| Mortgages | 230 | -230 | 0 | Committed | 18 yrs 6 mths |
| Term loans | 1,400 | -1,400 | 0 | Committed | 10 mths |
| NIB loans | 400 | -400 | 0 | Committed | 4 yrs 9 mths |
| Other credit facilities | 632 | -450 | 182 | Uncommitted | |
| Leases | 832 | -832 | 0 | Committed | 3 yrs |
| Cash and cash equivalents | | | 743 | | |
| **Facility before deduction of guarantee commitments** | | | **2,860** | | |
| Guarantee commitments deducted from the facility | | | -45 | | |
| **Capital resources at 31 March 2024** | | | **2,815** | | |

The Group's companies get a significant proportion of their financing from the credit facilities of the parent company Schouw & Co. The parent company's financing consists mainly of a syndicated bank facility, which in December 2020 was refinanced with a total facility line of DKK 3,275 million. The facility expires in January 2026. The bank consortium consists of Danske Bank, DNB, Nordea and HSBC. Schouw & Co. has issued Schuldscheins for EUR 136 million (DKK 1,014 million) in April 2019 and for EUR 225 million (DKK 1,677 million) in November 2023. The Schuldsheins mature in April 2024 (EUR 109 million), April 2026, November 2026 and November 2030. In December 2021, Schouw & Co. set up a DKK 400 million seven-year loan with the Nordic Investment Bank related to specific Danish capacity-expanding investments and development costs. Schouw & Co. has a number of term loans with Danske Bank, Nordea Bank, DNB and Jyske Bank currently totalling DKK 1,400 million. The loans fall due in January 2025.

Amounts in DKK million

# 6

## Share capital and earnings per share (DKK)

The share capital consists of 25,500,000 shares with a nominal value of DKK 10 each. All shares rank equally. The share capital is fully paid up. Each share carries one vote, for a total of 25,500,000 voting rights.

| Treasury shares | Number of shares | Nominal value (DKK) | Cost | Percentage of share capital |
|---|---|---|---|---|
| Treasury shares held at 1 January 2023 | 2,082,176 | 20,821,760 | 763 | 8.17% |
| Share option programme | -108,000 | -1,080,000 | -16 | -0.42% |
| **Treasury shares held at 31 March 2023** | **1,974,176** | **19,741,760** | **747** | **7.74%** |
| Share option programme | -74,000 | -740,000 | -11 | -0.29% |
| Purchase of treasury shares | 137,800 | 1,378,000 | 75 | 0.54% |
| **Treasury shares held at 31 December 2023** | **2,037,976** | **20,379,760** | **812** | **7.99%** |
| Share option programme | -88,000 | -880,000 | -13 | -0.35% |
| Purchase of treasury shares | 202,950 | 2,029,500 | 113 | 0.80% |
| **Treasury shares held at 31 March 2024** | **2,152,926** | **21,529,260** | **912** | **8.44%** |

The Group's holding of treasury shares had a market value of DKK 1,145 million at 31 March 2023. The portfolio of treasury shares is recognised at DKK 0 In 2024, Schouw & Co. sold shares held in treasury for proceeds of DKK 46 million in connection with the Group's share option programme. In connection with the options being exercised, 88,000 shares were bought back for a consideration of DKK 50 million. In addition, the Group purchased 114,950 treasury shares under its share buy-back programmes.

After the end of the first quarter, the shareholders resolved at the general meeting held on 10 April 2024 to reduce the share capital by a nominal amount of DKK 5,000,000 by cancelling the Group's holding of treasury shares.

| | **YTD 2024** | **YTD 2023** |
|---|---|---|
| Share of the profit for the year attributable to shareholders of Schouw & Co | 145 | 100 |
| Average number of shares | 25,500,000 | 25,500,000 |
| Average number of treasury shares | -2,093,972 | -2,054,187 |
| **Average number of outstanding shares** | **23,406,028** | **23,445,813** |
| Average dilutive effect of outstanding share options[1] | 31,762 | 31,125 |
| **Diluted average number of outstanding shares** | **23,437,790** | **23,476,938** |
| Earnings per share of DKK 10 | 6.18 | 4.27 |
| Diluted earnings per share of DKK 10 | 6.17 | 4.26 |

1) See note 2 for information on options that may cause dilution.

# 7
## Fair value of categories of financial assets and liabilities

| | 31/3 2024 | 31/12 2023 | 31/3 2023 |
|---|---|---|---|
| Financial assets: | | | |
| Other securities and investments (2) | 91 | 90 | 92 |
| Derivative financial instruments (2) | 38 | 23 | 41 |
| Other securities and investments (3) | 3 | 2 | 1 |
| Financial liabilities | | | |
| Derivative financial instruments (2) | 8 | 58 | 30 |
| Contingent consideration (3) | 0 | 0 | 204 |
| Liabilities regarding put options (3) | 969 | 941 | 879 |

The fair value of financial assets and liabilities measured at amortised cost corresponds in all material respects to the carrying amount. Securities measured at fair value through other comprehensive income (level 3) amounted to DKK 2 million at the beginning of the year. By the end of the first quarter, the holding had increased by DKK 1 million to DKK 3 million.

The Group uses forward currency contracts to hedge fluctuations in foreign exchange rates. Forward currency contracts are valued using generally accepted valuation techniques based on relevant observable exchange rates (level 2). Other securities and investments forming part of a trading portfolio (level 2) includes the shareholding in Incuba A/S.

The fair value of derivative financial instruments is calculated by way of valuation models such as discounted cash flow models. Anticipated cash flows for individual contracts are based on observable market data such as interest rates and exchange rates. Fair values are also based on credit risk. Non-observable market data account for an insignificant part of the fair value of the derivative financial instruments at the end of the reporting period.

Contingent consideration (earn-out) is measured at fair value on the basis of the income approach. The Group currently has no liabilities regarding contingent consideration.

The liability relating to put options amounted to DKK 941 million at the beginning of the year. During the year, there was a change in the liability of DKK 19 million and a foreign exchange adjustment of DKK 9 million. At the end of the quarter, the liability amounted to DKK 969 million.

# 8
## Related party transactions

Under Danish legislation, Givesco A/S, Lysholt Allé 3, DK-7100 Vejle, members of the Board of Directors, key members of management as well as their family members are considered to be related parties. Related parties also comprise companies in which the individuals mentioned above have material interests. Related parties also comprise subsidiaries, joint arrangements and associates, see note 13 to the consolidated financial statements and note 9 to the parent company financial statements, in which Schouw & Co. has control, significant influence or joint control of as well as members of the boards of directors, management boards and senior management of those companies. For information about remuneration and option programmes for key members of management, see note 2.

| | YTD 2024 | YTD 2023 |
|---|---|---|
| Joint ventures: | | |
| During the reporting period, the Group sold goods in the amount of | 5 | 2 |
| At 31 March, the Group had a receivable of | 28 | 37 |
| Associates | | |
| During the reporting period, the Group sold goods in the amount of | 96 | 159 |
| During the reporting period, the Group bought goods in the amount of | 23 | 30 |
| At 31 March, the Group had a receivable of | 177 | 192 |
| At 31 March, the Group had debt in the amount of | 7 | 6 |

During 2024, the Group has traded with BioMar-Sagun, BioMar-Tongwei, LetSea, ATC Patagonia, Salmones Austral, LCL Shipping, Young Tech Co. and Micron Specma India. Other than as set out above, there were no transactions with related parties.

Schouw & Co. has registered the following shareholders as holding 5% or more of the share capital: Givesco A/S (28.09%), Direktør Svend Hornsylds Legat (14.82%) and Aktieselskabet Schouw & Co. (8.44%).

# 9
## Special risks, judgments and estimates, and accounting policies

For the Group's special risks, judgments and estimates, and accounting policies, please see the Management's report, page 8.

Amounts in DKK million

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