Monjasa Holding A/S

Annual Report

2021

Welcome to the Monjasa Holding A/S

Annual Report 2021

1 Highlights 2021 at a glance

2 Management’s statement and auditor's report

3 Management's review

4 Consolidated and parent company financial statements

Monjasa Holding A/S

The Monjasa Group is a global partner in the oil and shipping industries.

Our core business includes trading and supplying marine fuels and shipowning activities on a global level.

Other main Group entities include offshore service company, CBED, and IT consultancy, RelateIT.

Company information

The company
Monjasa Holding A/S
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DK-7000 Fredericia

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E: holding@monjasa.com
W: www.monjasa.com

Central Business Registration No: 33150709

Financial period
1 January - 31 December

Municipality of reg. office
Fredericia

Board of Directors
Flemming Ipsen (Chairman)
Anders Østergaard
Lotte Grønborg Lundberg
Peder Gellert Pedersen

Executive Management
Anders Østergaard
Svend Stenberg Mølholt
Rasmus Ravnholdt Knudsen

Auditors
Deloitte
Statsautoriseret
Revisionspartnerselskab
Weidekampsgade 6
2300 Copenhagen S

Group CEO statement

Practising resilience in volatile markets

In a year of continued volatile oil and shipping markets, the Monjasa Group demonstrated resilience and recorded a 16% volume increase and delivered a strong set of financial results.

At Monjasa we love challenges. And we even more love to solve them. This mindset has proven healthy during a year where our abilities in adapting to change and managing volatile markets have increased trust in the Monjasa brand.

In our Annual Report for 2020, we discussed the increasing complexities surrounding the oil and shipping industries. Today, looking back at 2021 and keeping an eye on 2022 developments, we are more confident than ever that we have chosen the right path for our company.

Business in balance

Today our industry is more connected than ever and we all follow breaking news and global trade forecasts when crisis hit and markets turn increasingly volatile. At Monjasa, we must keep doing what we know best, which is providing maritime logistics and keep fuelling the shipping industry in every port.

We do not speculate in market volatility, but must be successful through a demand-driven and balanced business approach across our global activities. Our way of creating a balanced business is by active fleet management, ensuring the right mix of chartered and owned tankers, and by ensuring oil price risk is managed to balance the actual supply and demand seen from our customers.

Looking to the future, Monjasa's primary task is therefore to continue observing and navigating the markets around us and using our experience to match supply and demand at any volatility and oil price levels.

Positive financial developments

Looking closer at the financial year 2021, the Monjasa Group concluded the year with a record-high demand for our maritime services. In total, we supplied 5.7m metric tonnes (2020: 4.9m mts) of marine fuels to shipowners and operators worldwide.

High activity levels across all markets combined with increasing oil price levels also led to total revenue exceeding USD 3.2bn (2020: USD 2bn) for the first time. With a net profit of USD 22m (2020: USD 30m) and improved consolidated equity of a total USD 155m (2020: USD 136m) the Monjasa Group is in a very strong financial position.

"We are proud of seeing a Monjasa organisation living our values and responding to new challenges with respect and ambition."

Monjasa in every port

Back in 2006, we opened our first office outside of Denmark. We were convinced that moving closer to our customers and suppliers would bring new opportunities for our business as well as for our colleagues. Dubai became our first port away from home and we saw how making our business personal made all the difference for Monjasa.

Since then, 11 sister offices have emerged originating from the same philosophy of being available and offering

more than a classic commercial relationship. In 2021, we added Houston and Athens to the Monjasa world map and we will continue building on this successful history of personal relations in the years to come.

Offshore and IT

Looking at the Group's offshore activities, CBED once again demonstrated to command one of the best performing Service Operation Vessels supporting the offshore wind industry. With a high utilisation rate of 95% throughout the year, CBED provided a safe working environment for our offshore partners and recorded a positive financial year.

In our digital business unit, RelateIT also experienced a continued strong demand for our consultancy services. This meant that RelateIT further expanded industry footprint in terms of specialised IT solutions, geographical reach and total workforce.

Expectations for 2022

In 2021, we saw the benefits of our Group resilience in practice. At the same time we manged to secure additional market share and looking ahead, Monjasa will emphasise being a strategic trading partner. By growing together with our customers and seeking out new markets that appreciate high quality and compliance standards, we are confident of another positive financial year in 2022.

Thank you all

Altogether, we are proud of seeing a Monjasa organisation living our values and responding to new challenges with respect and ambition. This is the way forward for our Group as we face further global trade uncertainties.

My sincere thanks for making 2021 another positive year therefore go to our thousands of oil and shipping relationships as well as to all Monjasa colleagues on land and at sea. Your dedication and loyalty is what keeps fuelling trust in Monjasa as a global shipping partner.

Anders Østergaard

Performance overview

2021 financial highlights

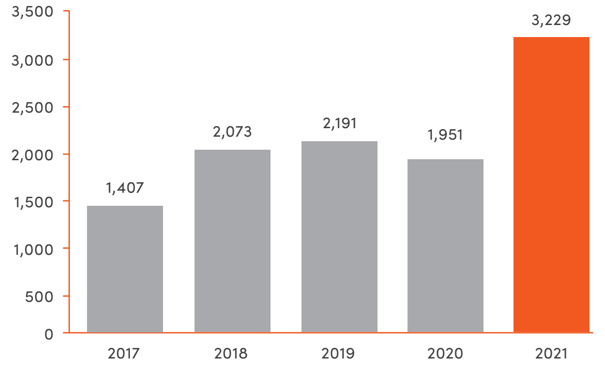
2021 was a positive year for the Monjasa Group. Focusing on the oil activity, the total volume increased by 16% from 4.9m to 5.7m metric tonnes.

Achieving such growth at a time where global trade continues to incite shifting demand curves shows an built-in and growing trust in the Monjasa brand.

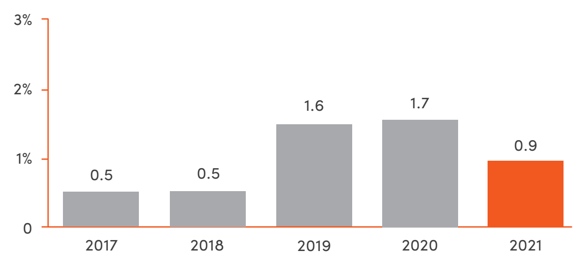
Total Group revenue increased to USD 3.2bn while net profit of USD 22m was in line with expectations set out in 2020.

2021 concluded with improved consolidated equity of USD 155m and a solvency ratio of 31%. Thereby, the Group continues to demonstrate a highly robust financial position in the oil and shipping industries.

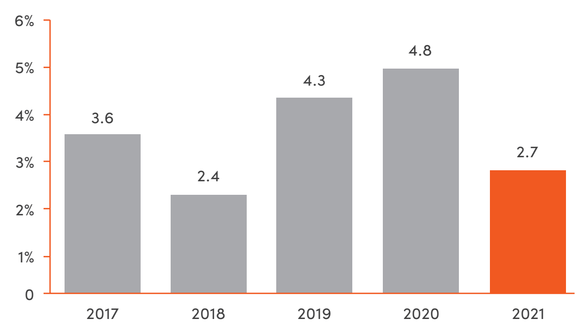
Revenue in USD million



Profit margin



Gross margin



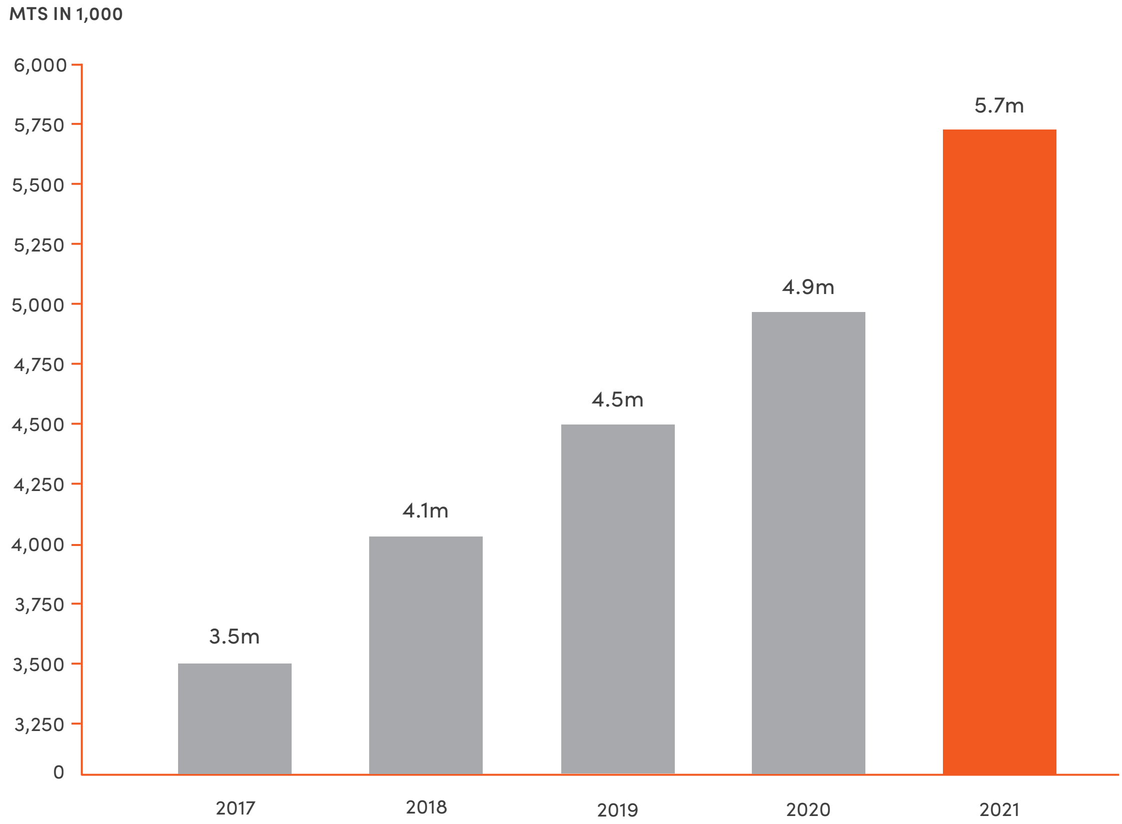
Increased oil price levels affect total gross and profit margins
The average oil price increased by 69% compared to last year, which lead to a significant increase in revenue and thereby reduced the gross and profit margins.

Volume development

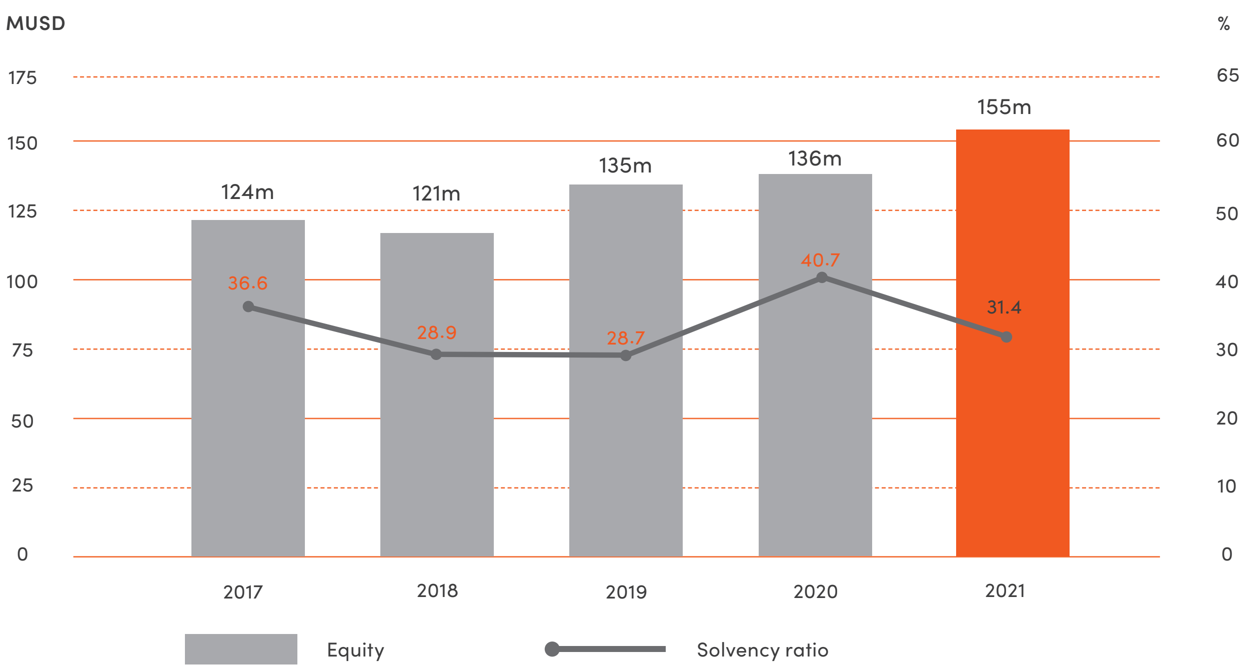
16%

increase in total volume

Total volume development



Group equity and solvency ratio



Increased oil price levels affect solvency ratio

The average oil price increased by 69% compared to last year, which lead to a significant increase in receivables and thereby total assets, which reduced the solvency ratio.

Monjasa in numbers

53,192
max. number of tonnes delivered in one day

12,266
supply operations

93
max. number of supplies in one day

43
different employee nationalities

13
offices across time zones

104
nations serviced

Top 10 supply areas

1. Balboa
2. Singapore
3. Jebel Ali
4. Lomé
5. Cristobal
6. Congo
7. Houston
8. Fujairah
9. Rotterdam
10. Antwerp

Global shipping partner since 2002

EUROPE

4 offices / 106 employees
1 oil terminal
900,000 mts supplied in 2021

WEST AFRICA

2 offices / 5 employees
1 floating storage
1,100,000 mts supplied in 2021

AMERICAS

3 offices / 40 employees
1,950,000 mts supplied in 2021

THE MIDDLE EAST

1 office / 65 employees
850,000 mts supplied in 2021

SOUTHEAST ASIA

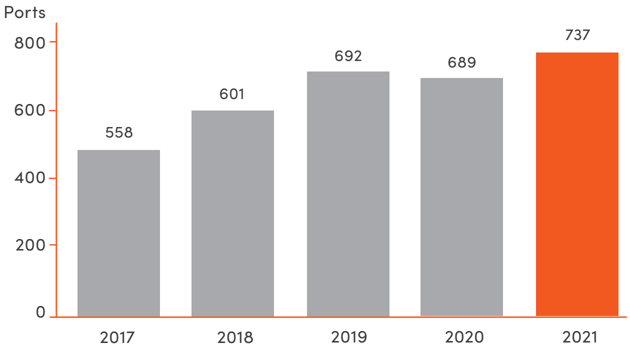
3 offices / 19 employees
900,000 mts supplied in 2021

Customer insights

737

We serviced our customers in 737 ports globally in 2021.

Region	Ports
Europe	281
Asia	172
Americas	140
West Africa	79
The Middle East	65



Customer satisfaction

4,438

Customer Satisfaction Surveys were completed across Monjasa's own supply operations in West Africa, Panama, Colombia, US Gulf, Northwest Europe and the Middle East in 2021.

4,399

of those confirm satisfaction with the received services.

Compliance training

92%

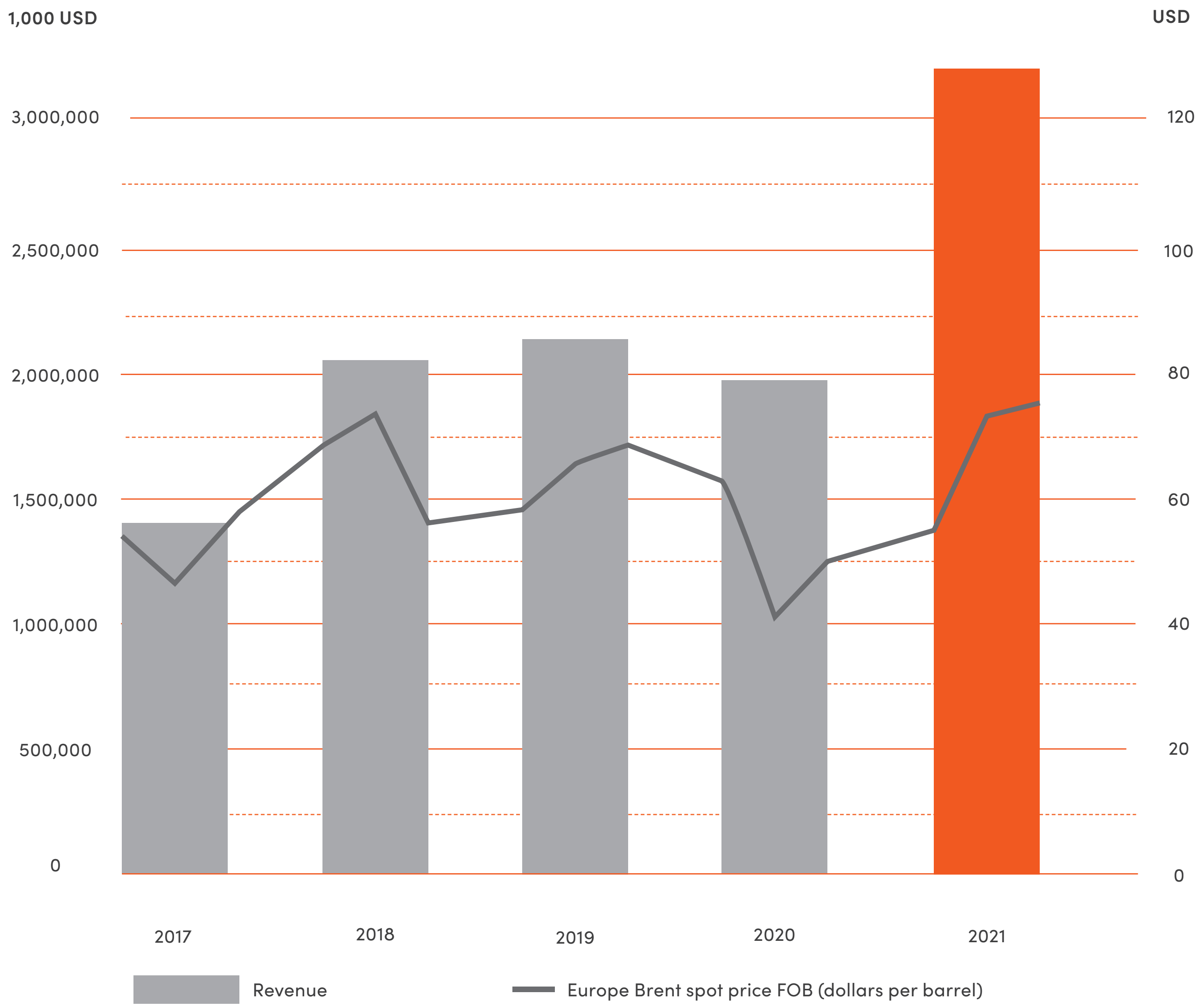
of employees completed Anti-Bribery and Anti-Corruption training in 2021.

Know your customer

39,697

vessels were screened by our Compliance department before potentially doing business with Monjasa in 2021.

Revenue/oil price development



Increasing oil price levels affect total revenue

Higher total supply volume in combination with an increase in average oil price levels from USD 42 to USD 71 affected total revenue of the year.

Source: EIA

Realised losses <0.1%

Loss on debtors in 2021 compared to revenue, through a strong focus on collecting overdue debt.

Fleet of tankers

Total number of tankers in our fleet

22

Our fleet
Monjasa Server, Monjasa Promoter and Monjasa Partner together in Dubai waters.


6 Americas
2 Northwest Europe
10 West Africa
4 The Middle East

Letter from the Chairman

Monjasa Holding concluded another challenging year with a strong demand across the Group's main markets and a positive financial result of USD 22m.

In years of uncertainties and disrupted supply chains, we have seen how global trade plays an even more critical role for populations across the world. During such times, the Board of Directors is encouraged to see a continuously increasing demand for Monjasa's maritime services in every port.

A record-high supply volume of 5.7m tonnes of marine fuels also contributed to a strong financial performance with a net profit of USD 22m and improved consolidated Group equity of USD 155m.

Honouring the memory of Christian Merrild

Inside the boardroom, 2021 was sadly the year where we lost our esteemed and long-serving Chairman, Christian Merrild, who unexpectedly passed away from sudden illness. He was 67.

His skills and profound interest in Monjasa and our organisation was admirable and we are all missing Christian and his friendship immensely.

In light of the above-mentioned circumstances, I was honoured to assume the role as Chairman of the Board of Directors as of October 2021.

Navigating rising industry unrest

During the past few years, we have seen it all. The pandemic hit all sectors of society hard and left our industry in a rough sea of volatile markets, changing sanctions and congested global supply chains.

We do not know the future of the oil and shipping markets, but I believe that we have proven that combining our joint experience and continuing running sound business practices can bring strong results.

Together with the Executive Management, we will do our utmost to ensure continuation of the ongoing work and oversee future improvements of our global activities.

A year of further engagement

Thinking beyond Monjasa's core business, it has been a pleasure for the Board to see how our global organisation keeps generating new ideas and adding more value to partners and communities.

By further emphasising on the wider sustainability agenda, the Monjasa Group is setting standards for responsibility and engaging further across the communities we are part of.

In 2021, we believe that a key accomplishment has been to develop the bunker industry's first complete carbon accounts spanning across all Monjasa Holding business activities. Leading the way and providing Group stakeholders, in particular our customers, transparency on Monjasa's and our supply chain's impact on the environment is indeed an innovating and important step forward.

Expectations for 2022

Despite the emerging geopolitical unrest and associated global trade uncertainties, the Board expects Monjasa Holding to leverage on our strong industry brand and deliver another positive financial result of the year, however, below the 2021-level.

Thank you

On behalf of the Board of Directors, I can only say that it is a privilege to be working with such a dedicated global organisation. Our people, our partners and our community are our top priority, and I would like to thank all Monjasa employees for the support and for delivering another positive year despite the challenges encountered on our way.

Flemming Ipsen

The Board of Directors

Monjasa Holding A/S draws on the experience of some of the most influential Danish shipping pioneers in our boardroom.

Board duties include overseeing the business strategy, accounting practices, corporate governance and the appointment of executive management.

Flemming Ipsen
Chairman of the Board

Flemming Ipsen is a highly experienced shipping professional and lawyer having served 34 years with the Danish Conglomerate A.P. Moller-Maersk Group. In recent years, Flemming Ipsen is well-known from his time as Chairman of the Board at Danish shipowner, TORM from 2013 to 2015.

Peder Gellert Pedersen
Member of the Board

Peder Gellert Pedersen is an experienced shipping professional currently acting in the role of Executive Vice President in leading integrated shipping and logistics company DFDS. A key role which covers all Passenger, Ro-Ro and Ro-Pax activities and their associated terminals.

Lotte Grønborg Lundberg
Member of the Board

With extensive experience from the A.P. Moller-Maersk Group and related entities, Lotte Grønborg Lundberg has served in various commercial and corporate roles as leader and executive. Today, she is active as Director of the Danish Maritime Fund and various board positions.

Anders Østergaard
Member of the Board

Anders Østergaard has been in oil and shipping since the start of his professional career back in 2000. First as Trader, and later as co-founder and ultimate owner of the Monjasa Group. Anders Østergaard was elected national "Entrepreneur of the Year" in Denmark in 2012 by Ernst & Young.

Rasmus Ravnholdt Knudsen promoted Group CFO

As of 1 January 2022, Rasmus Ravnholdt Knudsen assumed responsibility as Group Chief Financial Officer (CFO) at Monjasa Holding A/S.

Rasmus stepped up from an internal role as Group Vice President and will play a further important role in ensuring continuous robust corporate governance across the Group's main business areas within oil and shipping, offshore logistics and IT consultancy.

Joining the Executive Management

Since his accession to the top management in 2019, Rasmus has contributed significantly to the strategic and financial development of Monjasa becoming a global top 10 marine fuels supplier.

As part of Monjasa's Executive Management together with Group CEO, Anders Østergaard, and Group COO, Svend Stenberg Mølholt, Rasmus Ravnholdt Knudsen will be navigating daily business according to Monjasa's corporate purpose and report to the Board of Directors.

Facts about Rasmus Ravnholdt Knudsen

Professional experience

2022 –	Monjasa, Group CFO
2020 – 2022	Monjasa, Group Vice President
2019 – 2020	Monjasa, Group Director
2015 – 2019	Monjasa, Head of Legal & Advisory
2014 – 2015	Monjasa, Head of Business Partners
2013 – 2014	Monjasa, Legal Counsel
2012	Plesner Law Firm, Assistant Attorney-at-Law

Educational background

2009 – 2012	Aarhus University, Master's degree in Law
2006 – 2009	Aarhus University, Bachelor's degree in Law

Group CFO
Rasmus Ravnholdt Knudsen

Cruise supply
Our 3,813-dwt tanker, Monjasa Performer, supplying cruise ship Costa Venezia in Port Rashid, Dubai.

Monjasa Holding A/S company structure

Downstream Holding A/S

Trustful maritime relationships

The Monjasa brand enjoyed increased trust and earned further business with the world's leading shipowners in a record-year.

Despite a year of continuous global trade uncertainties due to restrictive Covid-19 measures, Monjasa's oil activities saw a record total volume of 5.7m metric tonnes (2020: 4.9m mts) equivalent to a 16% increase.

Achieving such growth at a time where global trade continues to incite shifting demand curves shows an built-in and growing trust in the Monjasa organisation overall.

In fact, from supplying 3.5m mts in 2017, Monjasa has increased total volume by 63% in five years and secured a trusted position among the world's largest marine fuels suppliers. In comparison, global trade has experienced a compounded growth of 21% during this period according to the World Trade Organization (WTO).

Top 10 global supplier

For Monjasa, being recognised as a true partner to the global shipping industry also comes from offering consistent service levels across continents – from one port to another under the same brand promise.

In particular, the Group's internal collaboration to support customers from 13 offices worldwide is considered an important driver for the positive volume developments recorded in all markets.

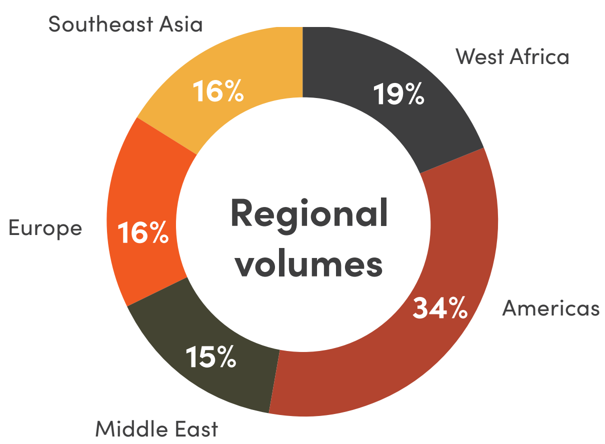
Most notable, Monjasa increased total volumes significantly across the Americas by reaching a total supply of 1.95m mts (2020: 1.4m mts). A growing demand across US ports and expanded supply operations in the Panama Canal, Colombia and the Port of Houston bolstered the total yearly supply.

Growing trust from leading shipowners

Monjasa believes in offering a highly personal service and transparent operations anywhere in the world. With a total of 12,266 marine fuels supplies completed in 2021, the Group serviced all shipping segments and a very broad range of customers.

During the year, Monjasa further tightened business relationships with several of the Group's largest customers. By building further scale and engaging in frequent dialogues with the largest customers on CO_2 reporting, customer satisfaction and professional claims handling, the Group has gained further trust and extended personal relations in all corners of the business.

All together positive developments which Monjasa will strive to develop further in the years to come.



Dunkerque, France
Our 4,280-dwt tanker, Monjasa Provider, on her way to a supply.

Logistics Holding A/S

A history of tankers and seafarers

Years of experience in maritime logistics adds invaluable expertise to the Group's oil activities.

The shipping activities in Logistics Holding A/S are closely linked to Monjasa's oil business by catering for the transport requirements across all main supply areas.

In 2021, overall fleet developments remained stable with one additional tanker being acquired and taking the total number of owned tankers to 12. In addition to these owned tankers, the Monjasa Group operates 10 tankers on time charter agreements.

Looking ahead, it remains a priority to the Group to have the fleet composed by the right mix of owned and chartered tankers to ensure operational flexibility and meet global efficiency standards.

Acquiring the Monjasa Trader

The sole acquisition of the year was the MT Monjasa Trader, which joined the fleet in August 2021. With her 25,117 dwt she is deployed as combined cargo and bunker tanker with the purpose of enhancing logistics across Monjasa's West Africa operations.

Originally built to high specification for European coastal trade by her former owner, Neste Corporation in Finland, MT Monjasa Trader matches the quality and flexibility requirements for joining the fleet.

Specialised experience on board

Over the years, the Group's tanker activities have developed into highly specialised logistics. In particular, the experienced crews and captains have played an invaluable role for developing Monjasa's oil business.

As an example, the fleet member Monjasa Provider (4,280-dwt) has reached a total supply of one million tonnes of marine fuels since joining the fleet in 2014.

Far from being our largest tanker in the fleet, she has nevertheless become well-known for quality on board and a highly appreciated vessel to many Monjasa customers taking bunkers in Northwest Europe. From her base port in Portland Port, UK, she is now a living example of the continual fleet operations supporting the Group's expanding oil activities.

4,696

ship-to-ship operations completed in 2021

On board Monjasa Supplier
Monjasa Supplier and crew going alongside a customer vessel in the Panama Canal.

Offshore experience
CBED's walk-to-work vessel, Wind Innovation.

C CBED Holding A/S

Achieving energy efficiency in offshore wind

The energy efficiency agenda has truly gained pace and offshore wind service provider, CBED Holding A/S, has stepped up efforts accordingly.

In 2014, CBED began operating under the standards of the Integrated Management System ISO 14001 and ISO 50001. This framework calls for year-on-year improvements in the environment and energy performance on board the vessel, Wind Innovation.

CBED continuously measure resource consumption to identify areas of improvement on board Wind Innovation, which has resulted in very encouraging results under the ISO 50001 standard.

Decreasing energy consumption

Already in 2020, CBED started a project with Danish founded DESMI to heighten energy performance onboard Wind Innovation, and during 2021, the company saw encouraging results.

By installing DESMI FQ converters on the main generator cooling pumps and engine room ventilation, daily average savings of 1,748 kWh is now recorded. In a year, this corresponds to the annual energy consumption of 171 average UK households.

Reusing energy for heating

During 2021, CBED Holding A/S also concluded an energy saving project focusing on optimising the main engine accommodation heating unit.

By exploiting surplus heat from the main engines to heat the accommodation of Wind Innovation and for example, warm water for showers, fuel consumption has been reduced during the last half of 2021, saving an average of 913 kWh per day, equal to the annual energy consumption of 89 UK households.

Together, these energy savings exceeded expectations and ended up saving 7% of the total energy consumption.

Continued focus on energy consumption

Looking to the future, CBED remains committed to running a responsible business across the offshore wind industry and make progress within the wider sustainability agenda.

With a focus on energy consumption at sea, CBED's focus is to choose modern and environmentally effective technologies while making a sound assessment, balancing environment and economy when making new investments.

7%

of total energy consumption on board Wind Innovation saved

Specialised IT solutions
Marketing Consultant,
Isabella Feodora Schütze.

RelateIT Holding A/S

Supporting the transition to cloud

During 2021, RelateIT Holding A/S has focused on meeting an increasing demand for cloud-based solutions, while continuing the company's positive developments.

In 2021, RelateIT Holding A/S has had a strong focus on building relations and partnering with customers when advising on their transition to a cloud-based Business Central solution. Microsoft now has a clear strategy on pushing for cloud being companies' first choice, and demand for cloud-based solutions continues to be on the rise.

In 2021, RelateIT also saw a rise in demand for best-of-breed solutions, which has resulted in a wider focus on integrating solutions to Business Central rather than tailoring customers' existing ERP solutions.

RelateIT finished the year with launching a new industry-specific solution for the fashion industry which optimises processes from design to purchase and sales. This solution, FaVa, builds on the best-of-breed focus and has been warmly welcomed by customers.

Microsoft Power Tools in demand

It was also a year that accelerated on the adaptation of tools that help create a better and more visual overview of their business, as well as automating many of their manual processes. For RelateIT, this resulted in a growing number of projects within Microsoft's Power Tool products such as Power BI and Power Automation.

While Power Automation is still at the beginning of its lifespan, Power BI is now part of almost every project for RelateIT.

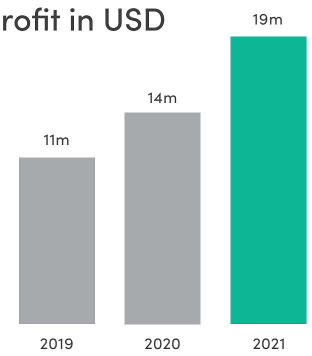
Underlining role as industry leader

In 2021, RelateIT Holding A/S welcomed 34 new colleagues, thereby ending the year with 123 employees across their six offices in both Denmark and the UAE.

To accommodate this surge of new colleagues, RelateIT expanded their offices in both Odense, Denmark and Dubai, UAE, and moved to larger offices spaces in three Danish offices in Aalborg, Skanderborg and Copenhagen.

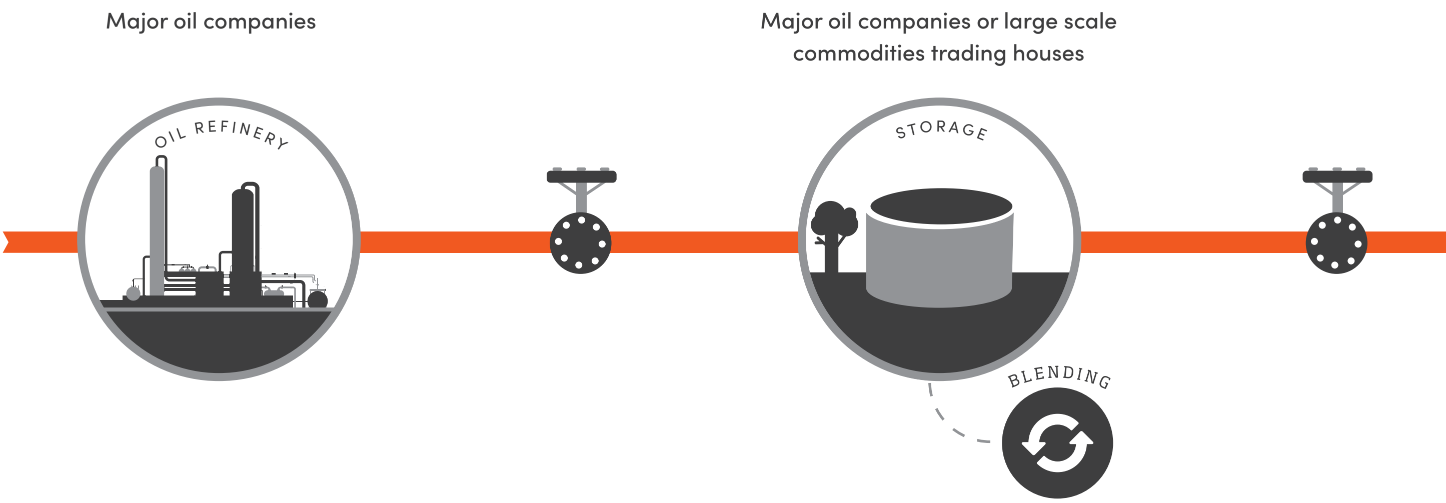
2021's scaling up on both people and office spaces underlined the company's role as a leading supplier of specialised IT solutions for the Business Central industry.

Gross Profit in USD



Monjasa Oil & Shipping Trainees
New trainees who joined Monjasa's offices all over the world after a joint onboarding in Fredericia, Denmark.

Our oil business at a glance



Sourcing, shipping and supplying

The Monjasa Group is a global partner in the oil and shipping industries. Our core business includes trading and supplying marine fuels and ship-owning activities on a global level.

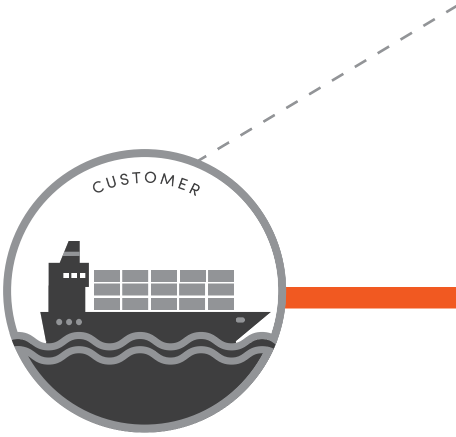
Our business platform continues to include worldwide reselling activities and supply in West Africa, Northwest Europe, Americas and the Middle East.

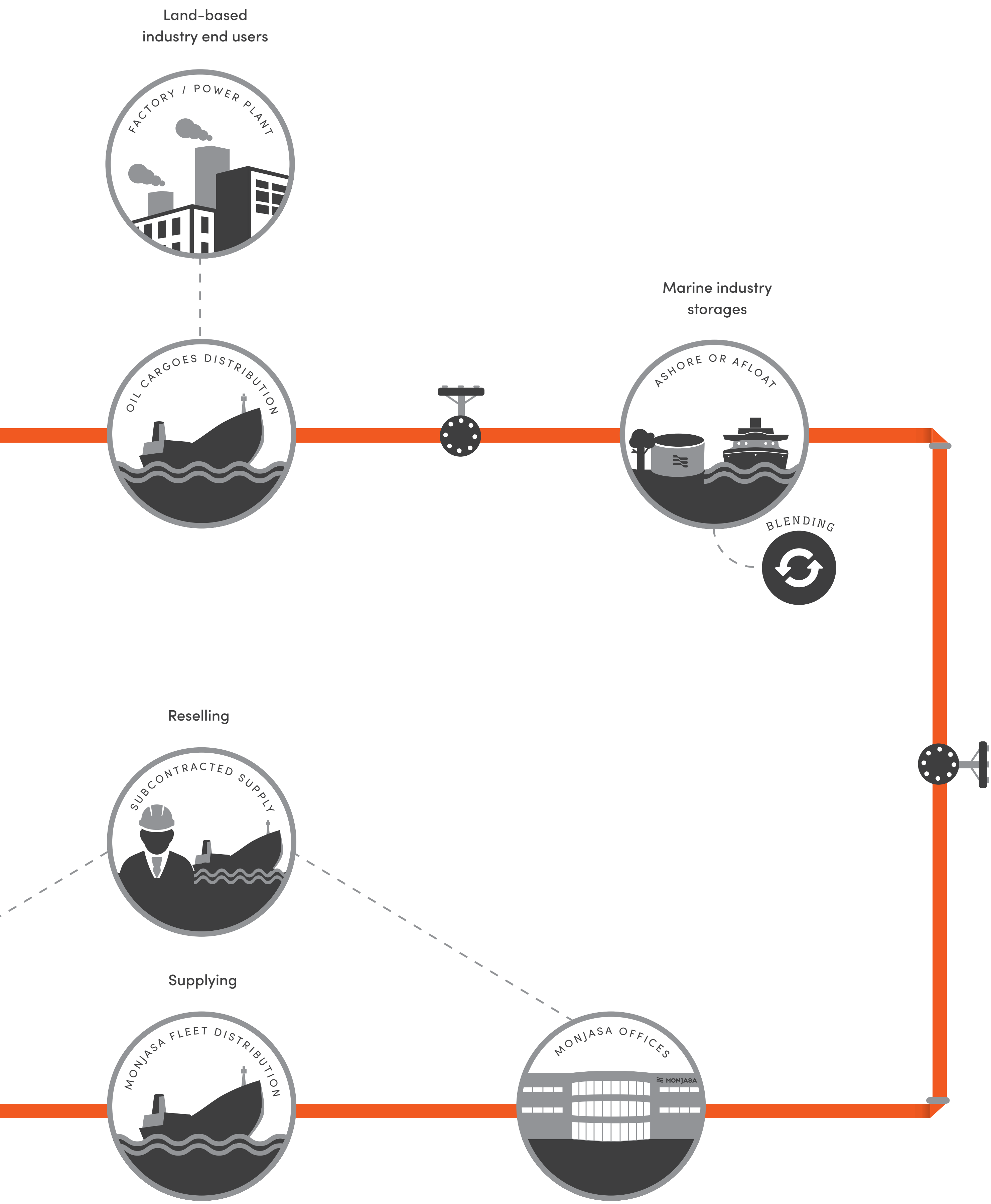
Reselling

In our reselling activities, we arrange the buying, selling, and distribution of marine fuels for our customers by using our extensive network of suppliers and subcontractors.

Supplying

As supplier, we use our own tankers to handle and physically deliver the desired product to our customers. We may also arrange supplies by trucks or ex-pipe from oil terminals. Our operations take place as ship-to-ship bunkering operations at sea or in various international ports.




Land-based
industry end users
FACTORY / POWER PLANT
OIL CARGOES DISTRIBUTION
Marine industry
storages
ASHORE OR AFLOAT
BLENDING
Reselling
SUBCONTRACTED SUPPLY
Supplying
MONJASA FLEET DISTRIBUTION
MONJASA OFFICES
MONJASA

Our office in Dubai
HSEQ Coordinator,
Vimbai Samantha Gwaze.

Responsibility

Group COO statement

We are here for the long run

No matter the mode of propulsion, global trade has sustained its momentum. So will Monjasa.

Last year, we presented our partners with the Monjasa Group's first collective Responsibility Report. This outlined what issues are material to Monjasa and how we wanted to deal with them, one by one. We have spent 2021 doing just that, under our three pillars of Responsibility.

It has been exciting to accelerate our efforts on this agenda and we have learned a lot during the year. We have learned that being transparent in how we work with this agenda allows Monjasa to learn faster and increase our impact as it accelerates sparring with employees, customers, suppliers and partners on Monjasa's responsibility ambitions. Everyone wants to push this important agenda.

We have also learned that defining our role in the transition to a greener future, in leading industry governance and in promoting our people and relations, brings about much clearer focus to direct resources, competencies and efforts to positively impact these agendas.

Navigating the present and scanning the horizon

It is the responsibility of any executive team to observe and navigate the markets and ecosystems they are part of.

This requires focus on what is right in front of them and scanning the horizon to stay on course for the entire journey. If too much focus goes to the horizon, you lose sight of what is in front of you. If too much focus goes to what is in front of you, you lose sight of the horizon.

Focusing on what is right in front of you - recycling, printing less, reducing plastic bottle use, segregating waste, turning of your screen at night - should in no way be belittled as an important organisational effort towards a more sustainable future.

At the same time, looking further ahead, focus also needs to go into creating e.g. the green logistics and shipping of tomorrow. Here, partnerships are important to engage in to learn how supply and demand are finding common ground to decarbonise shipping and how Monjasa can become an enabler in this green transition.

Striking the right balance between directing organisational efforts for the short- and long-term, helps maximise the positive impact we leave behind for future generations.

Fuelling the future of shipping

Our industry can trace its roots several thousand years back, from when the world started connecting itself across seaways. As technology evolved, so did the distance travelled and by 1500, we learned the world was round and interconnected. Trading routes came into play in the following hundreds of years and the first global trade patterns emerged, effectively connecting goods and commodities around the world.

By mid-1900, containerised transportation was commoditised, and seamless intermodal transportation put into practice. Since the beginning of global trade, we have seen shifts in what fuelled this. Ranging from raw manpower, to wind, to coal, to oil, but no matter the mode of propulsion, global trade has sustained its momentum. So will Monjasa.

We will continue to fuel global trade and unlock niche market access, advancing global trade for the benefit of both customers and communities, no matter the mode of propulsion.

Monjasa is here for the long run, living our values and purpose to propel the shipping industry.

Svend Stenberg Mølholt

Our three pillars of Responsibility

We have decided to work with the wider sustainability agenda under the heading of Responsibility. We believe this is concise and flows naturally from the efforts we have already put into our operating model.

Minimising our environmental impact	Leading industry governance	Promoting people and relations

What gets measured, gets managed

This year we present our first complete group carbon accounts. Credible carbon accounting gives us a clear overview of our emissions and is the foundation for setting targets for decarbonising our vessels and offices.

To be able to improve on Monjasa's environmental impact, we wanted to first understand the role we play in the ecosystems we take part in. We needed answers to what our current impact was and where we should prioritise to reduce or expand our impact as a global organisation in the oil and shipping industries.

First complete group carbon accounts

In 2021, we therefore partnered with Deloitte to prepare our first complete group carbon accounts in adherence to the GHG Protocol categorising direct and indirect emissions into three broad scopes. The GHG protocol is the world's most widely used accounting standards for companies and thereby provides us with a global standardised framework to measure, manage and report on our CO_2-eq* emissions.

Managing our direct impact

Total GHG emissions for 2021 accumulated to 22.2m tonnes CO_2-eq, of which direct scope 1 emissions were 64,556 tonnes and scope 2 emissions for facility heating, cooling and electricity were 330 tonnes. Monjasa scope 1 and 2 emissions thereby total 0.3% of our combined GHG footprint, while the remaining 99.7% link to scope 3, predominantly made up of product life cycle emissions from supplier production and customer combustion emissions.

Monjasa is accelerating processes under our own control to deliver improvements on our own climate impact. This is done by working with vessel- and office-related energy consumption baselines and documenting progress as part of our ISO 50001 certification and overarching responsibility framework delivering CO_2-eq reductions in line with globally accepted climate goals.

We do not close our eyes to the 99%

Mapping CO_2-eq emissions across the value chain exposes how tightly the oil and shipping industries are connected. Therefore, only by being able to measure our joint impact on the environment will we be able to manage and minimise it.

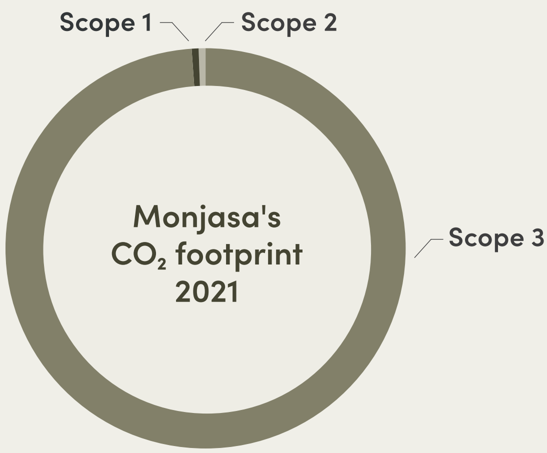
Monjasa does not produce fuels, nor do we design the engines that require them for propulsion. As an intermediary logistics provider, however, our unique role provides us with exact up and downstream data allowing us to bring full transparency on the environmental impact of fossil fuels delivered to the maritime industry. In this way, we are able to use the data to positively influence the transition to alternative fuels from within the industry.

Encouraging dialogues across the industry

We believe that there is an outspoken need for literacy, transparency and control on this field, and that our unique role in the value chain allows us to take on this responsibility. We wish to be an active voice in the industry, encouraging transparency and dialogue between all parties leading to sustainable solutions.

*CO_2 eq**
A carbon dioxide equivalent or CO_2 equivalent, abbreviated as CO_2-eq is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global warming potential (GWP), by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.

Group carbon accounts



Scope 1
Direct emissions from operations owned or controlled by Monjasa such as fuel consumed from our owned vessels and cars.

Direct emissions
64,556 (1,000 tonnes CO_2 eq)

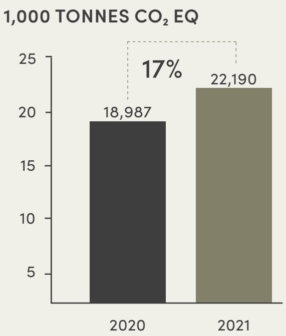
Scope 2
Indirect emissions from the generation of purchased energy consumed by Monjasa. As an example, this is heating and cooling systems and the electricity we purchase to use in our offices.

Indirect emissions
333 (1,000 tonnes CO_2 eq)

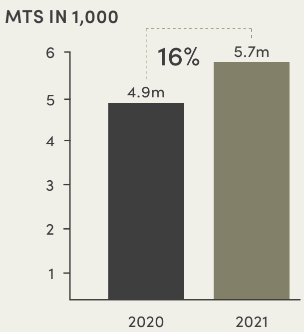
Scope 3
Indirect emissions that occur in Monjasa's value chain. These include emissions from subcontractors and chartered vessels, however, this scope is predominantly made up of product life cycle emissions from supplier production and customer combustion emissions.

Indirect emissions
22,127,935 (1,000 tonnes CO_2 eq)

CO_2 emissions



Volume development



Management's statement

The Board of Directors and the Executive Board have today considered and approved the annual report of Monjasa Holding A/S for the financial year 1 January 2021 – 31 December 2021.

The annual report is presented in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31 December 2021 and of the results of the Group's and Parent's operations and the Group's cash flows for the financial year 1 January 2021 – 31 December 2021.

Furthermore, in our opinion, Management's review contains a fair presentation of the development in the operations and financial circumstances of the result for the year and of the overall financial position of the Group and the Parent, as well as a true and fair description of the most significant risks and elements of uncertainty faced by the Group and the Parent.

We recommend the annual report for adoption at the Annual General Meeting.

Copenhagen, 31 March 2021

Executive Management

Anders Østergaard

Svend Stenberg Mølholt

Rasmus Ravnholdt Knudsen

Board of Directors

Flemming Ipsen

Anders Østergaard

Peder Gellert Pedersen

Lotte Grønborg Lundberg

Independent auditor's report

To the shareholder of Monjasa Holding A/S

Opinion
We have audited the consolidated financial statements and the parent financial statements of Monjasa Holding A/S for the financial year 01.01.2021 - 31.12.2021, which comprise the income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for the Group as well as the Parent, and the consolidated cash flow statement. The consolidated financial statements and the parent financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31.12.2021 and of the results of their operations and the consolidated cash flows for the financial year 01.01.2021 - 31.12.2021 in accordance with the Danish Financial Statements Act.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements" section of this auditor's report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibilities for the consolidated financial statements and the parent financial statements
Management is responsible for the preparation of consolidated financial statements and parent financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of consolidated financial statements and parent financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent auditor's report

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements and the parent finacial statements, whether due to fraud or error, design and perform audit procedures responsive tothose risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detect ing a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the consolidated financial statements and the parent financial statements, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are re quired to draw attention in our auditor's report to the related disclosures in the consolidated financial statements and the parent financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements and the parent financial statements, including the disclosures in the notes, and whether the consolidated financial statements and the parent financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Independent auditor's report

Statement on the management commentary
Management is responsible for the management commentary

Our opinion on the consolidated financial statements and the parent financial statements does not cover the management commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements and the parent financial statements, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the consolidated financial statements and the parent financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

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

Based on the work we have performed, we conclude that the management commentary is in accordance with the consolidated financial statements and the parent financial statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of the management commentary.

Copenhagen, 31 March 2022

Deloitte
Statsautoriseret Revisionspartnerselskab
Business Registration No. 33963556

Lars Siggaard Hansen State-Authorised Public Accountant MNE no mne32208	Kåre Kansonen Valtersdorf State-Authorised Public Accountant MNE no mne34490

Five-year financial highlights

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

Group

Key figures	**2021**	**2020**	**2019**	**2018**	**2017**
	USD '000	USD '000	USD '000	USD '000	USD '000
Income statement					
Revenue	**3,228,715**	**1,950,885**	**2,191,082**	**2,073,229**	**1,407,332**
Gross profit	86,679	93,074	93,662	49,098	51,316
Profit before financial income and expenses	29,250	34,009	36,095	8,336	6,531
Net financials	-3,425	-2,938	-4,335	-5,497	-2,657
Net profit for the year	**22,258**	**30,040**	**26,494**	**4,858**	**6,767**
Balance sheet					
Balance sheet total	494,731	334,587	469,721	416,737	339,034
Equity	155,101	136,136	134,849	120,528	124,035
Cash flow from:					
- operating activities	13,228	79,843	-21,474	-20,185	17,165
- investment in intangible assets	-1,120	-1,286	-986	-983	-5,481
- investment in tangible assets	-11,912	-8,051	-20,148	-8,424	-3,215
- sale of tangible assets	1,278	570	402	8,885	1,569
- financing activities	32,429	-83,040	44,564	19,914	-24,311
Change in cash and cash equivalents for the year	**33,903**	**-11,964**	**2,358**	**-793**	**-14,273**
Average number of employees	568	509	503	456	635
Ratios					
Gross margin	2.7%	4.8%	4.3%	2.4%	3.6%
Profit margin	0.9%	1.7%	1.6%	0.4%	0.5%
Return on assets	5.9%	10.2%	7.7%	2.0%	1.9%
Equity ratio (solvency)	31.4%	40.7%	28.7%	28.9%	36.6%
Return on equity	15.3%	22.2%	20.7%	4.0%	10.9%

Explanation of financial ratios - page 79

Review

1.0 Main activity

The main activity of the Monjasa Group (the Group) comprises sale, purchase, and transportation of oil products primarily for the maritime industry, chartering of a Service Operation Vessel to the offshore wind industry and IT consultancy activities with focus on ERP solutions to a broad spectrum of industries. Supporting activities relate to the operation of vessels and associated activities.

2.0 Development in the year

In a year of continued turmoil in global trade, Group operations (EBIT) generated a result of USD 29m (2020: USD 34m) and a net result after tax of USD 22m (2020: USD 30m). These results are in line with the expectations set in the Monjasa Holding A/S Annual Report 2020.

The Group experienced continued and further demand for marine services and products, which led the Group to increase volumes by 16 percent to a total of 5.7m metric tonnes (mts) in 2021.

By 31 December 2021, consolidated Group equity amounts to USD 155m (2020: USD 136m), resulting in a return on equity of 15% in 2021 (2020: 22%).

Overall, management expresses satisfaction with the strong set of results.

3.0 The Monjasa Group

The Group consists of several separate legal entities, each with their own management and decision-making authority.

The Group has an independent Board of Directors, who sets the overall direction in dialogue with management. This is consequently implemented through day-to-day management carried out in each Group entity.

Overall, the Group is divided into four main activities: oil trading, tanker operation, offshore wind and IT activities. The oil activity comprises worldwide trading and supply of oil products primarily for the maritime sector. The oil products are sold in various grades and are delivered across ports and offshore locations world-wide. In a global commodities market, Monjasa focuses on providing value-added services through industry leading HSEQ and compliance standards and thereby satisfying an increasing customer demand for technical and commercial advice.

The tanker vessel activity includes several shipowning companies and is linked to the bunker oil operations within the Group. Thereby, securing all tanker vessels' employment within the Group's oil supply and transport activities.

The offshore wind activity consists of owning and chartering out Wind Innovation, a Service Operation Vessel servicing the offshore wind industry and related offshore activities.

The IT activities focus on ERP solutions, delivered through consultancy, IT infrastructure and Power BI. These solutions are delivered to customers within the e.g. retail sector, maritime sector and insurance sector.

3.1 Oil activity
In 2021, Monjasa continued to see positive developments across most markets and leveraged on years of building strong relations to customers and suppliers.

As a result and with the aim to actively participate in creating transparency throughout the value chain of global trade, Monjasa now provides customers insight to the environmental impact of the marine fuels we deliver as part of delivering the Group's first complete carbon accounts.

Monjasa continued to experience a high demand across the Americas and at the same time expanded our position in the Middle East markets with solid growth rates. Across the Group, these positive developments contributed to a total volume increase by 16% to 5.7m mts (2020: 4.9m mts).

Closely linked to the Group's oil activities, the tanker fleet increased to 22 vessels (2020: 20 vessels), maintaining its support to operations (see 3.2). During the year, fleet logistics were further optimised to enable the increasing volumes across all markets.

At the end of 2021, the Group's oil inventory amounted to USD 44m (2020: USD 42m), reflecting inventory levels in line with 2020 and a Brent oil price approx. USD 28 per barrel above end 2020 levels.

3.2 Tanker vessel activity
In 2021, the tanker vessel activity consisted of shipowning companies closely linked to the Group's oil activities by catering for the transport requirements.

During 2021, one additional vessel was purchased to secure the right tonnage for the Group's expanding oil activities.

Having the fleet composed by one additional fully-controlled vessel is in line with management aspirations of having around 50% of the fleet composed by owned tonnage.

As of 31 December 2021, ten of the tanker vessels were operated on time charter agreements while the remaining 12 vessels were owned by the Group (2020: 11 vessels). Looking ahead, it continues to remain a priority to have the fleet composed by the right mix of chartered and owned tankers to ensure customer flexibility and the end-to-end supply ownership that is becoming increasingly important in our markets.

In 2014, the Danish tax authorities introduced a new interpretation of existing law, which in effect prevented Monjasa from using the previously adopted tonnage tax regime. The Group does not agree with the opinion of the Danish tax authorities, and therefore the Group has disputed their opinion.

Despite the National Tax Tribunal favouring Monjasa in November 2019, the tax authorities have filed an appeal in February 2020. The definite ruling from the court of first instance is expected in 2022.

3.3 Offshore wind activity

The primary offshore wind activity remains to be shipowning and chartering of SOVs to operators and energy companies within offshore wind and related industries. With a high demand and utilisation of CBED´s vessel, Wind Innovation, the company concluded a positive year with EBIT improving compared to 2020 levels.

3.4. IT activity

The IT activities consist of ERP solutions, delivered by RelateIT, who at the end of 2021 consisted of six office locations in Denmark and the UAE and a total of 123 employees (2020: 105 employees) selling Business Central consultancy and development as well as IT Infrastructure and Power BI solutions. RelateIT concluded another positive year of increasing number of revenue and EBIT.

4.0. Targets and expectations for 2022

4.1 Oil activity

With geopolitical turmoil and Covid-19 uncertainties impacting global trade in 2022, management expects volumes to be on par with 2021 and is confident of a positive financial result, however, below the 2021 level. With focus on leading industry governance, carbon footprint transparency, compliance and quality, the business is expected to develop further and exceed the global shipping industry's increasing demands in 2022.

4.2 Tanker vessel activity

The business is expected to remain stable, and the operations of the year are expected to conclude at the same levels as recorded in 2021. The focus remains to service the Group's oil activity through continued optimisation of the tanker fleet.

4.3 Offshore wind activity

CBED is expected to remain a market leader within the offshore wind service industry and continue to experience a strong chartering demand. Consequently, the offshore wind activity expects to deliver a positive result in 2022.

4.4 IT activity

RelateIT will be focused on building further scale by delivering consultancy services to more customers from the same number of locations with an increased number of consultants. The further scaling of the business is expected to improve the financial result 2022 compared to 2021.

4.5 Overall

Combining the expected steady volume across the oil business activities and continued positive developments across other business areas, management expects the Group's financial year 2022 to conclude with a positive result below the 2021 level.

The 2022 expectations on financial performance are naturally subject to uncertainty and in particular in regard to the development in global shipping markets, including the continued Covid-19 pandemic, geopolitical turmoil, the world economy, exchange rates, oil prices and freight levels.

5.0 Financial resources

2021 was characterised by increasing oil activity levels and oil prices. In combination, this led to higher working capital needs, which was met by further developing the relations and facilities with existing banking partners. With adequate working capital in place, the Group holds the financial resources to meet management's expected future demands across all markets.

With an equity ratio of 31%, management considers the Group to be in a solid financial position to further develop our activities.

6.0. Operating and financial risks

6.1 Operating risks

6.1.1 Oil activity

The Board of Directors and the Monjasa Compliance department are acting independently from the operational and commercial Group functions. Thereby, they continuously review and manage any developments in the operating risks associated to the Group's main business activities.

It is assessed that there are no significant uncovered risks in respect of the Group's operations. The Group likewise holds relevant insurances against potential exposures, which could incur in the Group oil activities.

6.1.2 Offshore wind

The offshore wind industry is characterised by relatively few, large energy companies operating offshore wind farms. Therefore, it may be difficult to obtain sufficient spread of customer risk, while on the other hand, these customers are typically financially solid. As the wind industry is generally favoured by state grants, the industry is to some extent exposed to potential political intervention.

6.1.3 Hijacking
The safety of personnel is the premise for all our precautions. The Group operates owned and chartered vessels in West Africa where hijacking is a risk factor. In order to minimise the risk of personal injury, as well as operating losses due to assault, the Group has implemented an anti-piracy policy which includes an extensive description of how the crew and the officers should act in case of hijacking and/or piracy.

The policy comprises measures to be taken both during and after a possible assault, and it includes practical security initiatives on board each vessel.

6.1.4 Market risks
The oil activity is only marginally affected by the risk of fluctuations in oil prices, as the oil products are either purchased and sold simultaneously, or otherwise substantially hedged against fluctuations.

6.2 Financial risks

6.2.1 Bunker oil
USD is the primary currency applied in the bunkering and tanker activities and there are limited currency risks related to exchange rates in the financial statements.

The financial risk from fluctuations in oil prices is either naturally hedged by selling and purchasing transactions happening simultaneously, or otherwise substantially hedged against fluctuations by the use of derivatives.

Monjasa considers oil price volatility a risk to be managed and an Oil Price Risk Management Policy is in place, which sets out Monjasa's commitment to efficiently hedge the oil price exposure of the Group.

Monjasa evaluates the oil price exposure based on the aggregated physical inventory, purchase and sales orders as well as agreements with suppliers. On a daily basis, oil price exposure is hedged using derivatives.

As part of managing the oil price risk, Monjasa may enter into arbitrage trading, when such have a neutral impact on the oil price exposure and are profitable due to e.g. backwardation in the forward market.

6.2.2 Offshore wind
This activity is primarily settled in EUR or DKK. Management expects EUR and DKK to remain predominant currencies and the activity hence holds exchange rate risks.

6.2.3 Interest rate risks
Operating within the oil and shipping industries often involves extensive capital requirements, which results in financing requirements for companies with high growth. The Group's debt is primarily based on variable interest rates. Therefore, the interest rate has an influence on the Group's results. Management reassesses financing options on a concurrent basis based on among other the interest rate development.

6.2.4 Credit risks
Granting credit to counterparts represents a risk in the oil and shipping industries. Management therefore maintains a strong focus on the policies towards approval of trading partners and granting of credit lines to these.

The Monjasa Group has a separate Credit department, which evaluates all new and existing trading partners in accordance with the credit policy. This includes use of customer credit insurance, an updated credit rating model, access to extensive internal and external data sources and advanced Business Intelligence monitoring tools. Models and tools are being regularly updated to fit the state of the industry at all times.

No material changes in 2021 realised on loss on debtors compared to previous years.

7.0 Strategy and corporate purpose

7.1 Strategy
The Group strategy originates from the fundamental desire to provide excellent service in the long term. Hence, quality in our performance comes before fixed targets for future growth and expansion. Excellence and focus on details need to be the foundation to further develop a leading position across markets.

Markets in demand for entrepreneurship and renewed focus on quality and compliance standards remain a strategic priority for the future development of the Group. In such markets, the Group holds profound knowledge, and through extended supply operations, we are confident to expand our global market presence in the future.

The ability to continue following our strategy largely depends on our ability to retain, attract, and develop the right human resources in our organisation. As an instrument to enhance this, the Group has increased learning and development activities and established our own academy. Thereby, we strive to further benefit from our organisation's unique abilities in adapting to change according to market demands.

Within offshore wind, CBED already takes up a market leading position. Our aspiration is to fully benefit from our first-mover advantage and together with our main customers adjust our current vessel and services to the shifting demand within the offshore wind and potentially new business areas.

Within IT, RelateIT takes a market leading position in developing Business Central-based ERP solutions, while building infrastructure and performance reporting around this.

Building solutions based on profound customer relations is key to success in RelateIT.

7.2 Corporate purpose
Monjasa's corporate purpose provides an overall direction, under which strategies are allowed to emerge in a deliberate manner.

Monjasa's unique value offering is based on strong people skills and original business solutions. Our employees, culture, and heritage brought us to where we are today and will bring us to where we will be tomorrow.

As we continue to develop our business, recruit new talent, and face new challenges, our corporate purpose will guide us in the decisions and actions we take every day.

Monjasa means personal business
Monjasa's role in the oil and shipping industries remains to inspire our business partners and become first choice by challenging status quo with our original solutions.

By living our values, respect, ambition, curiosity and smile & joy, we are building strong personal relations and engaging in networks in every port.

Thereby, we are unlocking niche market access and advancing global trade for the benefit of both customers and communities.

The above corporate purpose inspires our employees and management as it expresses Monjasa's way of approaching business and how to impact the lives of customers, employees, communities, and whomever Monjasa engages with.

8.0 Corporate Social Responsibility (CSR)

This section is Monjasa's statement of compliance with the Danish Financial Statements Act, section 99 (a).

Monjasa's core activities are outlined in section 1.0 and activities hereunder denote the scope for Monjasa's Corporate Social Responsibility. It is the aim of the Group to live up to our corporate purpose and values in all that we do, reflecting positively on our social responsibility. It is essential that considerations for both social and environmental factors are incorporated into our organisational governance; the Group's key focus areas include the following:

- Occupational Health and Safety
- Environment, and Sustainability and Climate
- Transparency and Ethics
- Diversity, Working Environment, Equality, and Human Rights
- Social Responsibility

8.1 Occupational Health and Safety
Monjasa has a strong commitment to providing a safe working environment for all our employees, contractors and communities where we operate.

Central to managing this is the ongoing cultivation of a culture that cares for each other in everything that we do. Our employees are actively encouraged to question whether a situation or task is safe to be undertaken and act accordingly if not. Our employees are also encouraged to report any unsafe working conditions and unsafe acts and an HSEQ app enables employees to report HSEQ events anywhere, at any time, via their mobile phones or nearby devices.

In addition to our emergency arrangements including first aid and fire warden training, during 2021, we increased our focus on preparing employees for medical emergencies that may arise, and we also launched an HSEQ e-learning programme to educate employees on the potential risks of our operations onboard our vessels and across office activities

Monjasa actively practices this by assessing hazards and risks in all our activities and ensuring that safety controls are effectively implemented. Our risks range from operational when delivering marine fuels to office ergonomics, including but not limited to handling mooring ropes, hose connection set up, emergency management and psychological hazards.

During 2021, we obtained our ISO 45001:2018 certification. The implementation of this new standard ensures a risk-based approach that allows Monjasa to take into account the different contexts within which our operations are conducted. This has provided a platform to address risks and maximise our opportunities proactively in the future too.

8.2 Environment and Sustainability and Climate
We have a commitment and responsibility to ensure the sustainable future of the areas where we operate. This means we take all reasonable precautions to ensure our business activities cause minimal impact to the environment.

We aim to reduce our environmental footprint by implementing practical and sustainable solutions.

Our environmental impacts include but are not limited to potential oil spills during our bunkering operations and CO_2 emissions for our office and operational environment. In 2021, we conducted multi-agency oil spill exercises in Panama and Portland and we have implemented bunker fuel and electricity consumption monitoring through ship energy-efficient management plans and quarterly HSEQ reporting. Furthermore, we have obtained ISO 50001:2018 certification for our offices to manage our future energy consumption and promote energy efficiency.

During 2021, we established Energy Management Teams who went on to conduct energy saving audits across the offices to identify Significant Energy Users and opportunities for improving our energy optimisation of office equipment.

An HSEQ e-learning module was launched to educate employees to use our resources efficiently and a secure printing programme also launched in 2021 to encourage our employees to print only when necessary.

See section 9.2 and 9.3 for further detail on our 2021 accomplishments.

8.3 Transparency and Ethics

Transparency and ethics are inseparable from Monjasa's value of respect, and we strive to put this in practice in every part of our business.

Monjasa aims to eliminate, mitigate and manage risks such as bribery and corruption in all its forms, including bunker fraud, by complying with all relevant local and international legislation, particularly on trade restrictions and competition.

Monjasa addresses compliance risks and exposures through systematic and regular monitoring of regulatory changes, the establishment of updated policies and procedures, the implementation of controls and through ongoing training of employees across the Group.

Our compliance framework is reviewed and revised continuously to ensure that our commitment to compliance, ethics and integrity remains updated and aligned with regulatory developments in a business environment that is turbulent, unpredictable and becoming increasingly challenging.

In 2021, Monjasa in collaboration with our partner Lloyds List Intelligence concluded a new digitalised solution to further improve transparency in our due diligence processes and support our continued efforts towards sanctions compliance.

Compliance risks are one of the most serious challenges we face as a global business, however, we believe that our dedicated commitment to compliance, transparency, and ethics sets us apart from our peers and our competitors.

We have continued to develop and strengthen the understanding of bribery and corruption risks across our Group. In 2021, a redesigned, interactive, digitalised and gamified version of our Anti-Bribery & Anti-Corruption e-learning was rolled out across the Group with an overall completion rate exceeding 90%.

Monjasa deploys the ABAC e-learning as a mandatory annual requirement for all employees.

Overall, 246 hours of compliance trainings were carried out across the Group this year. These trainings addressed sanctions compliance, ABAC responsibility, enhanced due diligence on third parties, vessels with deceptive trading patterns, fair competition and GDPR compliance.

Furthermore, Monjasa employees continue to have access to an external whistle-blower line to report concerns anonymously and confidentially. This line is handled by law firm Holst Advokater, which ensures that all complaints are handled confidentially and investigated independently. Monjasa's whistle-blower line has been functioning adequately during 2021 and no reports were filed.

Additionally, and despite the limitations of the global pandemic, this year we have continued to engage and work with peers in the bunkering and maritime industries including the Maritime Anti-Corruption Network (MACN) towards our continued vision of a maritime industry free of corruption despite restrictions and challenges faced due to the global pandemic.

8.3.1 Data protection

In Monjasa, we ensure a regularly updated and monitored GDPR framework aligned with the ISO 27001 standard.

Monjasa's Compliance, HR, Legal and IT departments work closely together to protect our data and to ensure compliance data protection regulations through continuous review of security procedures, system access and handling of customer data.

During 2021, we partnered with law firm Bech Bruun, who performed an extensive GDPR gap analysis across all Monjasa entities and an implementation plan for the findings highlighted was executed. Furthermore, we updated our annual e-learning which was rolled out across the Group.

8.3.2 Data ethics

The Group currently does not process data or apply algorithms for data analysis as an integral part of the Group's business strategy or business activities. Hence, the Group does not apply a data ethics policy.

8.4 Diversity, Working Environment, Equality, and Human rights

Monjasa strives to provide a healthy and safe work environment where all employees thrive and feel valued. It is imperative for us to have a diverse and inclusive culture that is centred upon respect, one of our values. We thus have continued focus on promoting equal opportunities and upholding human rights.

8.4.1 Diversity
Monjasa has a global workforce of around 43 nationalities and prides itself in being a diverse workplace with people of many different background and beliefs.

In the past years, managers and employees have been empowered with feedback tools that serve as the basis of meaningful and constructive conversation. Building on our Feedback theme, we launched a new theme in 2021 called Inclusiveness.

This group-wide initiative will function as the overarching theme for all our initiatives to cultivate diversity and inclusion, one of the main initiatives under our Promoting People and Relations pillar in our Responsibility agenda. We interpret Inclusiveness as the ability to understand and accept (and/or offering space to) many and varying perspectives and it thereby encompasses many interconnected topics related to our efforts in cultivating diversity and inclusion.

8.4.2 Working environment
We place a great emphasis on offering the best possible working conditions across the Group. This includes a safe and healthy environment, which in turn has a positive impact on employees in their wellbeing.

One of the first initiatives under our umbrella theme of Inclusiveness is to focus on how we can ensure the psychological safety of our employees by preventing cases of bullying, discrimination and harassment. We have thus launched our anti-bullying, -discrimination and -harassment policy and guidelines with the organisation. Prior to that, we focused on educating managers by conducting workshops with managers globally. Facilitated by HR, managers worked on various cases in groups on these topics, which promoted exchange of perspectives and insights, as well as greater alignment across offices on related aspects.

We will continue to spread awareness on these topics, to ensure that everyone is aware of their roles and responsibilities in the prevention of bullying, discrimination and harassment.

When it comes to the health and safety of employees, we ensure consistency across the Group. This means that we ensure that the Danish working environment legislation (considered among the world's most protective) is applied on working conditions in all offices as a minimum.

Monjasa's working environment is diverse; the Group has both offices and vessels. The risks associated with our business vary given the geographical location of each office and/or operational facility. Each working environment has been reassessed during 2021 for its risks, including those that may result in man-made workplace emergency situations and natural emergency situations.

Monjasa has active working environment committees across the Group involving a local representative and the HSEQ department. They take quarterly meetings to identify areas for improvement in the local working environment.

Monjasa is always curious on how our employees feel about working at Monjasa, which is why we have run annual Employee Engagement Surveys (EES) to obtain such feedback.

In 2021, we adopted a more contemporary approach by partnering with Peakon, using their platform to gain anonymous employee insights. We achieved a high overall engagement score of 8.4/10 which is among top 25% of Peakon's customers. We also obtained 1,225 comments from our employees on what we are doing well and how we can do better. Our managers will follow up with their respective teams on the results and agree on concrete follow-up action to sustain and develop Monjasa's working environment in the future too.

8.4.3 Equality
Monjasa strives to provide equal opportunities to all employees. We believe in harnessing the power of education in uncovering unconscious bias to mitigate any unfair practices at the workplace. We have refrained from imposing quotas because we believe it may result in unintended consequences that may be detrimental to our efforts in promoting equal opportunities.

8.4.4 Human rights
Monjasa is deeply committed to respecting and upholding Human Rights as enshrined in the UN Declaration of Human Rights and other relevant UN documents.

The UN Declaration of Human Rights and international labour laws such as ILO Conventions regarding forced or compulsory labour, as well as child labour, are a part of our Code of Conduct, and our future efforts within human rights protection globally.

New and existing suppliers, business partners and contractors agree to adhere to this Code of Conduct when doing business with Monjasa. Additionally, Monjasa's counterparty screening system covers human rights violations, allowing us to identify issues and to take action proactively if any incidents are reported.

During 2021, no violations of human rights among our suppliers or other business partners were reported to Group Management.

8.5 Social Responsibility
Social responsibility has been a part of the Monjasa Group DNA since the company's inception in 2002. The main purpose is to engage with passionate people and projects that lead to social or cultural developments in the communities where Monjasa has our core markets.

Since 2018, Monjasa has engaged in various non-profit making projects – particularly focusing on children and young people. Examples of such projects include Football for A New Tomorrow (FANT) and Smile Train.

FANT is a Danish humanitarian organisation establishing and running ten amateur football clubs for youngsters in the West African country of Sierra Leone. FANT's purpose is to promote human rights, democracy and social development through its association activities.
In 2021, Monjasa met with the local football communities in Sierra Leone where a sponsorship for creating a new pitch was concluded. In 2021, Monjasa also worked with FANT to create a joint leadership development programme that leverages on the learning opportunities FANT and their coaches offer in the local communities of Sierra Leone.

To us, FANT is a leading example of how sport can establish relations and break boundaries between people despite different cultures, gender, ethnicities, religion, and social hierarchy, through one common interest – football. In the coming years, Monjasa expects to further develop our collaboration with FANT.

Smile Train empowers local medical professionals with training, funding, and resources to provide 100% free cleft surgeries and comprehensive cleft care to children globally.

Clefts are the leading birth defect in many developing countries, and it is estimated more than 200,000 babies are born with a cleft lip every year.

Back in 2018, Monjasa engaged in a partnership to support Smile Train's local programmes in Panama. Through this local collaboration, Monjasa has directly contributed to cleft surgeries and orthodontic treatments as well as protective equipment and Covid-19 testing for patients and medical partners.

During the year, Monjasa's further engagement with Smile Train was put partly on hold due to Covid-19 restrictions in e.g. Vietnam where planned initiatives have been temporarily postponed.

In addition to this, Monjasa supports various social developments, including local sports in Denmark for the benefit of the local community.

8.6 Gender distribution

This section constitutes Monjasa's statement of compliance with the Danish Financial Statements Act, section 99 (b).

The Group is committed to providing equal opportunities at the workplace – we recruit and promote employees based solely on merit rather than focusing on gender equality.

The female composition of employees in the organisation in 2021 is at 31% (2020: 30%). The current representation reflects the shipping and IT consultancy industries at large. Excluding RelateIT, the female composition of employees is 38%.

The female representation of managers in the Monjasa group dipped slightly from 23% in 2020 to 22% in 2021. While we are aware that the gender composition at manager levels is disproportionate to our overall employee gender ratio, we remain steadfast in our view that the most competent and suitable candidates have been selected for the job.

In line with the current legislation to counteract the gender imbalance in boardrooms, Monjasa has set at target to introduce at least one female to the board by 2022. We reached our target in 2020 when we welcomed a maritime professional, Lotte Grønborg Lundberg, to the board, which is thereby composed by three males and one female.

Monjasa continues to work on improving procedural fairness in terms of recruitment process, employee development and promotion opportunities.

The HR department continues to build the foundation on our Inclusiveness theme by facilitating workshops on inclusiveness and mitigating unconscious bias. We believe strongly in cultivating an organisational culture that is curious, that is willing to explore assumptions and question misconceptions naturally giving rise to a more diverse representation across the organisation, including the management level.

In 2021, Monjasa continued to participate in activities that reflect our commitment to Danish Shipping's 'Charter for more Women in Shipping' initiative, including the brainstorming workshop on Sexism, Sexual Harassment and Equal Pay where recommendations on specific initiatives regarding these topics were made.

9.0 Management System Certifications

9.1 Occupational Health and Safety Management (ISO 45001:2018)

During 2021, we obtained our ISO 45001:2018 certification. The implementation of this new standard ensures a risk-based approach that allows Monjasa to take into account the different contexts within which our operations are conducted. This has provided a platform to address risks and maximise our opportunities proactively. This transition underpins Monjasa's ongoing commitment towards ensuring the health and safety of our employees, contractors and communities.

2021 was another year of carefully managing the Covid-19 pandemic. Running our business while continuing to provide a safe workplace on- and offshore. Most of our offices transitioned into working from home for an extended period of time which resulted in greater focus on ergonomics, psychological hazards and maintaining connection from a distance. Our employees quickly adapted and found new ways to work safely and connect.

On board our vessels, we applied a no third party/visitor policy unless necessary and only upon completion of a health declaration form. Our crew changes were challenged by the dynamic travel restrictions and closure of borders. As a result, we had to adjust the rotations and travel journeys to ensure sufficient rest and fitness for work. During 2021, there were no fatalities and no lost time injury incidents in the Group. We have continued to enhance our safety culture with robust incident investigation, leadership and implementation of corrective actions to address root causes and manage risks.

We continue to strengthen our safety leadership and culture by educating our employees about the importance of health and safety and being mindful of the possibility of what could go wrong.

The aim is to create a culture where it is intuitive and safe to speak up and report hazards and incidents.

During 2021, the HSEQ e-learning module was launched and made mandatory for all employees in Monjasa, we achieved 97% completion rate during first roll out and going forward an the module will be an integral part of our onboarding process.

9.2 Environmental Management (ISO 14001:2015)
The purpose of this certification is to ensure we manage and minimise the impact our business activities pose to the environment.

We seek to avoid, minimise and mitigate adverse environmental impacts at every stage of our operations. However, we recognise our activities have an environmental footprint and therefore commit to deliver year on year improvements. These improvements begin by establishing our CO_2 emissions carbon footprint and is followed up by a strategy to reduce our operational emissions in line with emerging policies and regulations supporting decarbonisation of shipping.

Further details on the above initiatives are published in the Monjasa Holding A/S 2021 Responsibility Report.

In 2021, the Group delivered 5.7 million mts of marine fuels and experienced zero environmental incidents on our vessels during operation. We acknowledge that we have a responsibility towards the global environment and climate challenges and are therefore actively seeking opportunities to reduce our environmental footprint.

As part of our commitment to reduce our environmental impact, we are fully compliant with IMO 2020 and all our vessels are fuelled by either Very Low Sulphur Fuel Oil (VLSFO) or Marine Gas Oil (MGO) products.

In 2021, we continued monitoring printing activity and implemented further improvements to enable digital transformation of our business. We also ensure proper waste segregation in line with local regulations or in areas where recycling was not fully supported, we instigate the implementation of it.
We have also removed the use of water bottles in our offices to support elimination of single use plastic.

9.3 Energy Management (ISO 50001:2018)
The purpose of this certification is to improve our energy use, taking control of how we consume energy and improve energy efficiency across our offices and operations.

We also contribute to green energy production by providing offshore accommodation vessels for those constructing offshore wind farms.

During 2021, we established Energy Management Teams who went on to conduct energy saving audits across the offices to identify Significant Energy Users and opportunities for improving our energy optimisation of office equipment.

In 2021, we achieved an average consumption per employee of 2415.45 kWh which was an improvement when compared to 2505.26 kWh in 2020.

9.4 Quality Management (ISO 9001:2015)
Customer feedback is important to us. It provides Monjasa a platform for managing and improving our overall business.

We strive to ensure that our customers are satisfied, and that, should any deviations occur, appropriate action is taken. Monjasa issues Customer Satisfaction Surveys after each delivery in our physical set up across the Americas, Northwest Europe, West Africa and the Middle East.

The supplier Code of Conduct was updated in 2021 to reflect our responsibility policy and commitment across our operations.

The Supplier evaluation process was also reviewed to equip Traders with the necessary information on all our frequently used suppliers, allowing them to make risk-based decisions in our day-to-day activities.

During 2021, we delivered 1.5 million mts on our physical setup and completed a total of 4,438 customer satisfaction surveys across the Group. A total of 4,399 were satisfied and 39 were justified dissatisfied surveys after investigations. Our 2021 Group Customer Satisfaction rating was 99.12% which is a slight improvement from the 2020 rate of 99.06%

10.0 Intellectual capital resources

The Group depends on skilled and motivated employees who identify themselves with the purpose of the Monjasa Group. The Group spends considerable resources attracting new talent, as well as developing current employees.

In 2021, we prioritised the professional development of our Senior Traders in Monjasa through the launch of the Senior Trader Learning Programme.
It comprises a series of learning activities to groom these professionals as subject matter experts as well as to share best practices and cross-pollinate knowledge across the organisation.

The Monjasa Academy has been conducting annual leadership workshops the past years to focus on the development of our leaders. A workshop was scheduled in December 2021 to further build on our leaders' self-awareness and embed our leadership virtues even further. However, this was postponed to 2022 due to Covid-19 measures.

This year, we also launched a digital learning platform, with the aim of providing equal access to learning opportunities. This platform offers access to Monjasa's learning content as well as content from recognised external providers. In this regard, we empower our employees to take charge of their own learning and development, creating opportunities to learn in 'the flow of work', rather than to wait for a scheduled formal learning activity. Our onboarding programme will also be increasingly digital as virtual onboarding transcends time zone barriers in our global organisation.

The Monjasa Oil and Shipping Trainee (MOST) programme, launched to attract and develop global talent who will shape the future of the Group, is running in its fourth year. We welcomed another ten trainees globally who commenced their traineeship with an intensive onboarding programme in Denmark followed by their first module of the Commercial Shipping Programme at Danish Shipping Academy.

11.0 Uncertainty relating to recognition and measurement

Entities within the Group are currently involved in ongoing legal matters and claims handling. None of these cases, however, have the potential to materially affect our overall financial conditions, results of operations and cash flow.

11.1 Trade receivables

Trade receivables are recognised at amortised cost less provisions for bad and doubtful debts. Provisions are made for assessed probable losses as well as on a general level.

The receivables in the balance sheet are not insured in full and residual risk hence exists.

11.2 Receivables from associates

The Group has recognised a receivable from an associate of USD 3.1m (2020: USD 3.0m). Uncertainty exists regarding timing of the receivable due to local restrictions on transferring cash out of the jurisdiction.

11.3 Valuation of vessels

In 2021, the fleet of Group-owned vessels has been assessed for impairment, which has confirmed that the respective assets in the balance sheet are valued correctly.

Uncertainties of global trade development and related effects on the maritime shipping markets exist.

Management assesses that there are no items in the financial statements which are subject to uncertainty that may have a significant impact on results and therefore on the true and fair view.

12.0 Unusual circumstances

The Group's financial position as of 31 December 2021 as well as the results of the Group's operations and cash flows for the financial year 2021 are not affected by any unusual circumstances.

13.0 Investments in subsidiaries

Solvency is maintained at an adequate level in all subsidiaries and therefore no further additional capital injection was required in 2021.

14.0 Changes in the business

As of March 2022, management is not aware of any material changes in the business.

Management follows the development of the current Covid-19 pandemic closely and the impact on our business and employees. We are following local authority guidelines throughout the world and adjusting our daily work and routines accordingly.

As of March 2022, we have not experienced any material impact on our business or financial performance, however, management acknowledges increased uncertainty related to the geopolitical situation arising from the Russian/Ukrainian war, continued global trade volumes, flows and supplies, which may affect our activity level as the situation develops. Furthermore, we have not seen any material negative development in our customers' ability to pay or changes to our financing.

Financial statement

Income statement

	Note	Group 2021	Group 2020	Parent company 2021	Parent company 2020
		USD '000	USD '000	USD '000	USD '000
Revenue	1	3,228,715	1,950,885	0	0
Other operating income and expenses		627	1,501	1,890	1,703
Cost of sales		-3,125,798	-1,835,435	0	0
Other external expenses		-16,865	-23,877	-288	-3,948
Gross profit/loss		**86,679**	**93,074**	**1,602**	**-2,245**
Staff expenses	2	-48,178	-42,617	-3,447	-3,936
Depreciation, amortisation and impairment of intangible assets, property, plant and equipment	3	-9,251	-16,448	-25	-11
Profit/loss before financial income and expenses		**29,250**	**34,009**	**-1,870**	**-6,192**
Income from investments in subsidiaries and associates after tax	4	0	-39	24,398	27,577
Financial income	5	1,873	3,435	3,554	6,214
Financial expenses	6	-5,298	-6,373	-2,831	-4,131
Profit/loss before tax		**25,825**	**31,032**	**23,251**	**23,468**
Tax on profit/loss for the year	7	-3,567	-992	-177	539
Net profit/loss for the year	8	**22,258**	**30,040**	**23,074**	**24,007**

Financial statement

Balance sheet
Assets

	Note	Group 2021	Group 2020	Parent company 2021	Parent company 2020
		USD '000	USD '000	USD '000	USD '000
Software and licences		2,441	2,593	0	0
Goodwill		1,435	1,806	0	0
Intangible assets	**9**	**3,876**	**4,399**	**0**	**0**
Land and buildings		7,847	5,001	0	0
Ships		56,239	56,687	0	0
Other fixtures and fittings, tools and equipment		2,476	1,777	148	0
Leasehold improvements		451	434	0	0
Tangible assets	**10**	**67,013**	**63,899**	**148**	**0**
Investments in subsidiaries	11	0	0	159,443	135,931
Investments in associates	12	0	0	0	0
Other investments	13	344	243	0	0
Deposits	13	1,309	2,130	0	0
Other receivables	13	0	167	0	0
Fixed assets investments		**1,653**	**2,540**	**159,443**	**135,931**
Fixed assets		**72,542**	**70,838**	**159,591**	**135,931**
Inventories		**43,672**	**42,266**	**0**	**0**

Financial statement

Balance sheet
Assets

		Group		Parent company	
	Note	2021	2020	2021	2020
		USD '000	USD '000	USD '000	USD '000
Trade receivables		309,836	183,523	0	0
Receivables from related/group enterprises		2,412	3,062	97,140	93,363
Receivables from associates		4,475	4,427	3,106	2,798
Other receivables	18	9,844	10,070	1,529	1,527
Tax receivables		1,822	2,385	252	470
Deferred tax asset	16	2,351	4,360	0	27
Prepayments	14	3,709	3,261	0	0
Receivables		**334,449**	**211,088**	**102,027**	**98,185**
Cash at bank and in hand		**44,068**	**10,395**	**4**	**52**
Current assets		**422,189**	**263,749**	**102,031**	**98,237**
Assets		**494,731**	**334,587**	**261,622**	**234,168**

Financial statement

Balance sheet
Liabilities and equity

	Note	Group 2021	Group 2020	Parent company 2021	Parent company 2020
		USD '000	USD '000	USD '000	USD '000
Share capital	15	85	85	85	85
Reserve for net revaluation under the equity method		0	0	133,465	109,958
Retained earnings		153,793	132,381	23,363	25,063
Proposed dividend for the year		0	2,500	0	2,500
Non-controlling interests		1,223	1,170	0	0
Equity		**155,101**	**136,136**	**156,913**	**137,606**
Provisions		170	110	5	0
Provisions		**170**	**110**	**5**	**0**
Bank loans		21,565	7,280	0	0
Lease obligations		1,082	1,031	0	0
Long-term debt	**17**	**22,647**	**8,311**	**0**	**0**

Financial statement

Balance sheet
Liabilities and equity

	Note	Group 2021	Group 2020	Parent company 2021	Parent company 2020
		USD '000	USD '000	USD '000	USD '000
Credit institutions	17	65,936	45,825	20,216	28,753
Lease obligations	17	0	304	0	0
Prepayments received from customers		1,107	1,725	0	0
Trade payables		224,103	113,879	2,982	2,509
Payables to related/group enterprises		1,383	1,306	80,996	64,780
Payables to associated enterprises		2,155	2,048	0	0
Corporation tax		10,044	11,360	0	0
Other payables	18	12,085	13,583	510	520
Short-term debt		**316,813**	**190,030**	**104,704**	**96,562**
Debt		**339,460**	**198,451**	**104,704**	**96,562**
Liabilities and equity		**494,731**	**334,587**	**261,622**	**234,168**

Contingent assets, security, liabilities and other financial obligations	19
Fee to auditors appointed at the general meeting	20
Related parties and ownership	21
Events after the balance sheet date	22

Financial statement

Statement of changes in equity

	Group				
	Share capital	**Retained earnings**	**Proposed dividend for the year**	**Non-controlling interests**	**Total**
	USD '000	USD '000	USD '000	USD '000	USD '000
Equity at 1 January	85	132,381	2,500	1,170	136,136
Dividend paid	0	0	-2,500	0	-2,500
Extraordinary dividend	0	0	0	0	0
Exchange adjustments relating to separate foreign legal entities	0	-723	0	-70	-793
Net profit for the year	0	22,135	0	123	22,258
Equity at 31 December	**85**	**153,793**	**0**	**1,223**	**155,101**

	Parent company				
	Share capital	**Reserve under the equity method**	**Retained earnings**	**Proposed dividend for the year**	**Total**
	USD '000	USD '000	USD '000	USD '000	USD '000
Equity at 1 January	85	109,958	25,063	2,500	137,606
Dividend paid	0	0	0	-2,500	-2,500
Extraordinary dividend	0	0	0	0	0
Dividend received from investments in subsidiaries	0	0	0	0	0
Exchange adjustments relating to separate foreign legal entities	0	-926	-340	0	-1,266
Net profit/loss for the year	0	24,433	-1,360	0	23,073
Equity at 31 December	**85**	**133,465**	**23,363**	**0**	**156,913**

Financial statement

Cash flow statement

	Note	Group 2021	Group 2020
		USD '000	USD '000
Net profit for the year		22,258	30,040
Adjustments	23	16,312	19,408
Change in working capital	24	-19,665	35,547
Cash flows from operating activities before financial income and expenses		**18,905**	**84,995**
Financial income received		1,873	2,346
Financial expenses paid		-5,298	-5,642
Cash flows from ordinary activities		**15,480**	**81,699**
Corporation tax received/paid		-2,252	-1,856
Cash flows from operating activities		**13,228**	**79,843**
Purchase of intangible assets		-1,120	-1,286
Purchase of ships		-6,813	0
Purchase of property, plant and equipment		-5,099	-8,051
Sale of property, plant and equipment		1,278	572
Investment in subsidiaries		0	-2
Cash flows from investing activities		**-11,754**	**-8,767**
Proceeds from borrowings from credit institutions		34,396	0
Repayment of loans to credit institutions		0	-44,917
Repayment from borrowings other loan		0	-4,952
Change in receivables from group		650	-2,831
Change in receivables from associates		-48	-498
Change in loans to group		77	-1,702
Change in loans to associates		107	1,850
Repayments of lease obligations		-253	-990
Dividends paid		-2,500	-29,000
Cash flows from financing activities		**32,429**	**-83,040**
Change in cash and cash equivalents		**33,903**	**-11,964**
Cash and cash equivalents at 1 January		10,395	21,375
Exchange rate adjustments		-230	984
Cash and cash equivalents at 31 December		**44,068**	**10,395**

Financial statement

Notes to the financial statements

1 Business Segment information		Group
	2021	2020
	USD '000	USD '000
Oil	3,196,220	1,920,847
Offshore wind	10,690	12,643
Other	21,805	17,395
	3,228,715	**1,950,885**

2 Staff expenses		Group		Parent company
	2021	2020	2021	2020
	USD '000	USD '000	USD '000	USD '000
Wages and salaries	45,765	40,657	3,383	3,846
Pensions	1,865	1,543	64	90
Other social security expenses	548	417	0	0
	48,178	**42,617**	**3,447**	**3,936**
Including remuneration to the Executive management of:	2,522	2,638	2,522	2,638
Including remuneration to the Board of Directors of:	300	306	300	306
Average number of employees	**568**	**509**	**5**	**5**

Financial statement

Notes to the financial statements

3 Depreciation, amortisation and impairment of intangible assets and property, plant and equipment	Group		Parent company	
	2021	2020	2021	2020
	USD '000	USD '000	USD '000	USD '000
Software and licenses	1,273	1,103	0	0
Goodwill	374	439	0	0
Land and buildings	613	664	0	0
Ships	6,030	13,360	0	0
Other fixtures and fittings, tools and equipment	805	732	25	11
Leasehold improvements	156	150	0	0
	9,251	**16,448**	**25**	**11**

4 Income from investments in subsidiaries and associates after tax	Group		Parent company	
	2021	2020	2021	2020
	USD '000	USD '000	USD '000	USD '000
Share of profits of subsidiaries after tax	0	0	24,398	27,577
Share of profits of associates after tax	0	-39	0	0
	0	**-39**	**24,398**	**27,577**

Financial statement

Notes to the financial statements

5 Financial income

	Group		Parent company	
	2021	2020	2021	2020
	USD '000	USD '000	USD '000	USD '000
Interest income from related/group enterprises	35	57	3,554	4,896
Exchange adjustments	730	1,885	0	1,316
Other financial income	1,108	1,493	0	2
	1,873	**3,435**	**3,554**	**6,214**

6 Financial expenses

	2021	2020	2021	2020
	USD '000	USD '000	USD '000	USD '000
Interest expenses to related/group enterprises	6	176	585	3,228
Exchange adjustments	994	731	561	0
Other financial expenses	4,298	5,466	1,685	903
	5,298	**6,373**	**2,831**	**4,131**

7 Tax on profit/loss for the year

	2021	2020	2021	2020
	USD '000	USD '000	USD '000	USD '000
Current tax for the year	668	2,131	-252	-470
Deferred tax for the year	1,373	-1,384	4	7
Adjustment of tax concerning previous years	1,044	126	398	-54
Adjustment of deferred tax concerning previous years	482	119	27	-22
Total tax for the year	**3,567**	**992**	**177**	**-539**

8 Distribution of profit

	2021	2020	2021	2020
	USD '000	USD '000	USD '000	USD '000
Extraordinary dividend paid out	0	24,000	0	24,000
Proposed dividend for the year	0	2,500	0	2,500
Reserve for net revaluation under the equity method	0	0	24,398	510
Retained earnings	22,136	3,343	-1,323	-3,003
Minority shareholders' share of profit subsidiaries	122	197	0	0
	22,258	**30,040**	**23,075**	**24,007**

Financial statement

Notes to the financial statements

9 Intangible assets		Group
	Software and licenses	Goodwill
	USD '000	USD '000
Cost at 1 January	8,078	3,634
Net exchange adjustment	0	0
Additions for the year	1,122	0
Cost at 31 December	**9,200**	**3,634**
Impairment losses and amortisation at 1 January	5,486	1,825
Net exchange adjustment	0	0
Amortisation for the year	1,273	374
Impairment losses and amortisation at 31 December	**6,759**	**2,199**
Carrying amount at 31 December	**2,441**	**1,435**
Amortised over	5-8 years	5-10 years

Financial statement

Notes to the financial statements

10 Property, plant and equipment — Group

	Land and buildings	Ships	Other fixtures and fittings, tools and equipment	Leasehold improvements
	USD '000	USD '000	USD '000	USD '000
Cost at 1 January	8,934	102,187	10,246	1,921
Net exchange adjustments	0	-3,056	0	21
Additions for the year	3,394	7,392	1,519	186
Disposals for the year	0	0	-1,139	-139
Cost at 31 December	**12,328**	**106,523**	**10,626**	**1,989**
Impairment losses and depreciation at 1 January	3,933	45,500	8,469	1,487
Adjustment previous years	-65	-4	0	-1
Net exchange adjustments	0	-1,242	-1	9
Depreciation for the year	613	6,828	805	156
Reversal of impairment	0	-798	0	0
Reversal of depreciation from disposals	0	0	-1,123	-113
Impairment losses and depreciation at 31 December	**4,481**	**50,284**	**8,150**	**1,538**
Carrying amount at 31 December	**7,847**	**56,239**	**2,476**	**451**
Depreciated over	20 years	3-15 years	3-5 years	4-5 years

Financial statement

Notes to the financial statements

11 Investments in subsidiaries	Parent company	
	2021	**2020**
	USD '000	USD '000
Cost at 1 January	25,972	15,273
Additions for the year	76	10,699
Disposals for the year	-72	0
Cost at 31 December	**25,976**	**25,972**
Revaluations at 1 January	109,959	109,147
Disposals for the year	36	0
Net exchange adjustment	-926	302
Net profit for the year	24,398	27,577
Dividends received	0	-27,067
Revaluations at 31 December	**133,467**	**109,959**
Carrying amount at 31 December	**159,443**	**135,931**

Financial statement

Notes to the financial statements

11 Investments in subsidiaries

Name	Place of registered office	Votes and ownership
Downstream Holding A/S	Fredericia, Denmark	100%
Monjasa A/S	Fredericia, Denmark	100%
RelateIT A/S	Odense, Denmark	80%
RelateIT Holding A/S	Odense, Denmark	80%
RelateIT DMCC	Dubai, United Arabic Emirates	80%
XtensionIT ApS	Odense, Denmark	80%
Monjasa Inc	Connecticut, USA	100%
Monjasa DMCC	Dubai, United Arabic Emirates	100%
Monjasa Chartering DMCC	Dubai, United Arabic Emirates	100%
Monjasa Chartering II DMCC	Dubai, United Arabic Emirates	100%
Monjasa Chartering III DMCC	Dubai, United Arabic Emirates	100%
Montec Ship Management DMCC	Dubai, United Arabic Emirates	100%
Monjasa Marine LLC	Dubai, United Arabic Emirates	49%
Biamark (PTY) Ltd	Windhoek, Namibia	55%
Monjasa Pte Ltd	Singapore	100%
Monjasa S.A	Panama, Panama	100%
Monjasa MHQ S.A	Panama, Panama	100%
Monjasa PTY, S.A.	Panama, Panama	100%
Monjasa S.A. de C.V.	Mexico City, Mexico	100%
Monjasa Combustíveis Ltda	Rio de Janeiro, Brazil	100%
Monjasa C.I.S.A.S	Bogotá D.C., Colombia	100%
Monjasa LTD	Limassol, Cyprus	100%
Monjasa LTD	London, United Kingdom	100%
Monjasa LTD (Gibraltar)	Gibraltar	100%
Logistics Holding A/S	Fredericia, Denmark	100%
African Runner Shipping ApS	Fredericia, Denmark	100%
Monjasa Chaser ApS	Fredericia, Denmark	100%
Monjasa Sprinter ApS	Fredericia, Denmark	100%
Monjasa Provider ApS	Fredericia, Denmark	100%
Monjasa Chartering ApS	Fredericia, Denmark	100%
Energizer Shipping ApS	Fredericia, Denmark	100%
Monjasa Nordics ApS	Fredericia, Denmark	100%
C-bed I ApS	Fredericia, Denmark	100%
C-bed Holding A/S	Fredericia, Denmark	100%
First Arctic A/S	Fredericia, Denmark	100%

Financial statement

Notes to the financial statements

12 Investments in associates		Group
	2021	**2020**
	USD '000	USD '000
Cost at 1 January	42	7
Additions for the year	0	35
Cost at 31 December	**42**	**42**
Impairment losses and amortisation at 1 January	42	2
Impairment losses for the year	0	40
Revaluations at 31 December	**42**	**42**
Carrying amount at 31 December	**0**	**0**

Name	**Place of registered office**	**Votes and ownership**
Monjasa LDA	Angola	49%
Monjasa Angola LDA	Angola	49%
Monjasa (PTY) Ltd	Namibia	35%

Financial statement

Notes to the financial statements

13 Other fixed asset investments

			Group
	Other in-vestments	Deposits	Other recei-vables
	USD '000	USD '000	USD '000
Cost at 1 January	243	2,130	167
Net exchange adjustments	0	0	0
Additions for the year	101	0	0
Disposals during the year	0	-821	-167
Cost at 31 December	**344**	**1,309**	**0**
Carrying amount at 31 December	**344**	**1,309**	**0**

14 Prepayments

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

15 Share capital

The share capital consists of 500,000 shares of a nominal value of DKK 1. No shares carry any special rights.

There has not been any changes to this composition in the last 5 years.

16 Deferred tax for the year

		Group		Parent company
	2021	2020	2021	2020
	USD '000	USD '000	USD '000	USD '000
Deferred tax at 1 January	4,360	3,088	27	34
Change during the year	-1,374	1,384	4	-7
Adjustment concerning previous years recognised in the income statement	-442	-119	-32	22
Adjustment concerning previous years	-193	7	1	-22
Deferred tax at 31 December	**2,351**	**4,360**	**0**	**27**

Deferred tax relates to temporary differences on tangible and intangible assets, financial instruments and tax losses carried forward.

Financial statement

Notes to the financial statements

17 Financing	Group		Parent company	
	2021	2020	2021	2020
	USD '000	USD '000	USD '000	USD '000
Credit institutions				
Between 1 and 5 years	21,565	7,280	0	0
Long-term part	**21,565**	**7,280**	**0**	**0**
Credit institutions with credit lines	62,416	43,745	20,216	28,753
Other short-term debt to credit institutions within 1 year	3,520	2,080	0	0
Short-term part	**65,936**	**45,825**	**20,216**	**28,753**
Total credit institutions	**87,501**	**53,105**	**20,216**	**28,753**
Lease obligations				
Between 1 and 5 years	1,082	1,031	0	0
Long-term part	**1,082**	**1,031**	**0**	**0**
Within 1 year	0	304	0	0
Short-term part	**0**	**304**	**0**	**0**
Total lease obligations	**1,082**	**1,335**	**0**	**0**

Financial statement

Notes to the financial statements

18 Derivative financial instruments			Group
		2021	2020
	Net volume	Net value	Net value
	MTS'000	USD '000	USD '000
Derivaties used for fair value hedging of inventory			
Derivatives maturing within 0-3 months	23	338	-1,054
Derivaties used for fair value hedging of firm commitments			
Derivatives maturing within 0-3 months	16	420	389
Derivatives maturing within 3-12 months	57	1,112	890
	96	**1,870**	**225**

Explanatory notes for firm commitments			Group
		2021	2020
	Net volume	Net value	Net value
	MTS'000	USD '000	USD '000
Firm commitments effectually hedge with derivatives	74	1,632	1,192
	74	**1,632**	**1,192**

The Group has no unhedged firm commitments.

Financial statement

Notes to the financial statements

19 Rental and lease agreements, contingent liabilities, security and other financial information

GROUP

Rental agreements and leases

The Group has assumed operating lease obligations which at 31 December 2021 amounts to USD 13.8m (2020: USD 18.2m) in the period of non-terminability of up to 84 months (2020: 89 months)

The Group has assumed charter hire obligations which at 31 December 2021 amount to USD 16.1m (2020: USD 19.9m).

Security

The company and its subsidiaries have issued guarantees towards financial institutions in respect of loans which amount to USD 84m at the balance sheet date (2020: USD 51m)

Collateral pledged to the financial institutions include receivables, inventories and other assets to the extend such assets are subject to the floating charges in Monjasa A/S or Monjasa Inc

PARENT COMPANY

Joint tax

As from 30 August 2017 Endeavour Invest ApS is the management company for the Danish jointly, taxed companies. The management company has unlimited, joint and several liability together with the other jointly taxed companies for all corporate income taxes arising under the joint taxation scheme. Corporate income tax payable for the Danish jointly taxed companies amounted to USD 0.6m at 31 December 2021 (2020: USD 0m).

Monjasa Panama
Senior Accountant, Sherly Batista, and General Manager in Stamford, Juan Carlos Charris.

Financial statement

Notes to the financial statements

20 Fee to auditors appointed at the general meeting		Group
	2021	2020
	USD '000	USD '000
Audit fee	414	415
Tax advisory services	314	271
Other non-audit services	106	124
	834	**810**

21 Related parties

Related parties are defined as parties with control or significant influence, including Group companies. All internal transactions is performed in accordance with the arms lengths principle as stipulated by the OECD.

The Company is included in the Consolidated Financial Statement of the immediate Parent Company, Endeavour Invest ApS, Fredericia, Denmark.

Other related parties

Flemming Edvard Ipsen	Chairman of the Board of Directors
Lotte Grønborg Lundberg	Member of the Board of Directors
Peder Gellert Pedersen	Member of the Board of Directors
Anders Østergaard	Chief Executive Officer and member of the Board of Directors
Svend Stenberg Mølholt	Chief Operating Officer
Rasmus Ravnholt Knudsen	Chief Financial Officer

22 Events after the balance sheet date

As of March 2022, Management is not aware of any material changes in the business.

Management follows the development of the current Covid-19 pandemic closely and the impact on our business and employees. We are following local authority guidelines throughout the world and adjusting our daily work and routines accordingly.

As of March 2022, we have not experienced any material impact on our business or financial performance, however, Management acknowledges increased uncertainty related to the geopolitical situation arising from the Russian/Ukrainian war, continued global trade volumes, flows and supplies, which may affect our activity level as the situation develops. Furthermore, we have not seen any material negative development in our customers' ability to pay or changes to our financing.

Financial statement

Notes to the financial statements

23 Cash flow statement adjustments		Group
	2021	**2020**
	USD '000	USD '000
Financial income	-1,873	-3,435
Financial expenses	5,298	6,373
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment	9,251	16,448
Gain/loss on sales of fixed assets	68	-970
Tax on profit/(loss) for the year	3,568	992
Total adjustments	**16,312**	**19,408**

24 Cash flow statement - change in working capital		Group
	2021	**2020**
	USD '000	USD '000
Change in inventories	-1,406	13,405
Change in receivables	-125,706	114,223
Change in trade payables, etc.	107,447	-92,081
Total change in working capital	**-19,665**	**35,547**

Accounting Policies

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

Changes in accounting policies
The accounting policies remain unchanged for the Consolidated financial statements compared to 2020.

Recognition and measurement
The Financial Statements have been prepared under the historical cost method.

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

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

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

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

Certain financial assets and liabilities are measured at amortised cost, which involves the recognition of a constant effective interest rate over the maturity period. Amortised cost is calculated as original cost, less any repayments and with the addition/deduction of the cumulative amortisation of any difference between cost and the nominal amount. In this way, capital losses and gains are allocated over the maturity period.

Recognition and measurement take into account predictable losses and risks occurring before the presentation of the annual report which confirm or invalidate affairs and conditions existing at the balance sheet date.

USD is used as the measurement currency. All other currencies are regarded as foreign currencies.

(DKK/USD exchange rates 2021 6.29 – 2020 6.53)

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

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

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

On acquisition of subsidiaries, the difference between cost and net asset value of the enterprise acquired is determined at the date of acquisition after the individual assets and liabilities have been adjusted to fair value (the purchase method). This includes allowing for any restructuring provisions determined in relation to the enterprise acquired. Any remaining positive differences are recognised in intangible assets in the balance sheet as goodwill, which is amortised in the income statement on a straight-line basis over its estimated useful life, but not exceeding 20 years. Any remaining negative differences are recognised in deferred income in the balance sheet as negative goodwill.

Amounts attributable to expected losses or expenses are recognised as income in the income statement as the affairs and conditions to which the amounts relate materialise. Negative goodwill not related to expected losses or expenses is recognised at an amount equal to the fair value of non-monetary assets in the income statement over the average useful life of the non-monetary assets.

Positive and negative differences from enterprises acquired may, due to changes to the recognition and measurement of net assets, be adjusted until the end of the financial year following the year of acquisition. These adjustments are also reflected in the value of goodwill or negative goodwill, including in amortisation already made.

Amortisation of goodwill is allocated in the Consolidated Financial Statements to the operations to which goodwill is related. Amortisation of goodwill is recognised in "Amortisation, depreciation, and impairment losses".

Minority interests
On statement of Group results and Group equity, the shares of results and equity of subsidiaries attributable to minority interests are recognised as separate items in the income statement and the balance sheet. Minority interests are recognised on the basis of a remeasurement of acquired assets and liabilities to fair value at the time

Accounting Policies

of acquisition of subsidiaries. On subsequent changes to minority interests, the changed share is included in results as of the date of change.

Leases

Leases in terms of which the Group assumes substantially all the risks and rewards of ownership (finance leases) are recognised in the balance sheet at the lower of the fair value of the leased asset and the net present value of the lease payments, computed by applying the interest rate implicit in the lease or an approximated value as the discount rate. Assets acquired under finance leases are depreciated and written down for impairment under the same policy as determined for the other fixed assets of the Group. The remaining lease obligation is capitalised and recognised in the balance sheet under debt, and the interest element on the lease payments is charged over the lease term to the income statement.

All other leases are considered operating leases. Payments made under operating leases are recognised in the income statement on a straight-line basis over the lease term.

Derivative Financial Instruments

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

Changes in the fair value of derivative financial instruments classified as and complying with the requirements for hedging the fair value of a recognised asset, a recognised liability or a firm commitment are recorded in the income statement together with the changes in the value of the hedged items. Firm commitments are confirmed sales contracts for delivery of oil at a predefined volume, port, period and price.

Translation policies

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Gains and losses arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement.

Receivables, payables, and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date.

Any differences between the exchange rates at the balance sheet date and the transaction date rates are recognised in financial income and expenses in the income statement. Please see the section on derivative financial instruments.
Income statements of foreign subsidiaries and associates that are translated at transaction date rates or approximated average exchange rates. Balance sheet items are translated at the exchange rates at the balance sheet date. Exchange rate adjustments arising at the translation of the opening equity and exchange rate adjustments arising from the translation of the income statements at the exchange rates at the balance sheet date are recognised directly in equity.

Income statement revenue

Revenue from oil activities, chartering and services is recognised in the income statement when the sale is considered effected based on the following criteria:

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

Revenue is recognised exclusive of VAT and net of discounts relating to sales.

Cost of sales

Expenses for cost of sales comprise the raw materials and consumables consumed to achieve revenue for the year.

Other operating income and expenses

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

Other external expenses

Other external expenses comprise expenses for sale, marketing, administration, premises, bad debts, etc.

Staff expenses

Staff expenses comprise wages and salaries as well as payroll expenses.

Depreciation, amortisation and impairment of property, plant and equipment and intangible assets

Depreciation, amortisation and impairment losses

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

Income from investments in subsidiaries

The items "Income from investments in subsidiaries after tax" in the income statement include the proportionate share of the profit for the year less goodwill amortisation.

Financial income and expenses

Financial income and expenses comprise interest, realised and unrealised exchange adjustments, as well as extra payments and repayment under the on-account taxation scheme, and settlements of and unrealised fair

Accounting Policies

value adjustments from derivatives, hedge oil inventories and firm commitments.

The tax effect of the joint taxation with the subsidiary is allocated to Danish enterprises showing profits or losses in proportion to their taxable incomes (full allocation with credit for tax losses). The jointly taxed enterprises have adopted the on-account taxation scheme.

Tax on profit/loss for the year

Tax for the year consist of current tax for the year and adjustment of deferred tax for the year. Any changes in deferred tax due to changes to tax rates are recognised in the income statement.

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

Balance sheet

Intangible assets goodwill

Goodwill is amortised on a straight-line basis over the estimated useful life determined on the basis of Management's experience with the individual business areas.

Software and licenses

Software is measured at cost, less any accumulated amortisation and impairment losses or at a lower recoverable amount.

Software is amortised over the remaining software period or a shorter useful life.

Property, plant and equipment

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use. In the case of assets of own construction, cost comprises direct and indirect expenses for labour, materials, components and sub-suppliers.

Periodical costs for docking is amortised over the expected period remaining until next docking.

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

Land and building	20 years
Ships	3 - 15 years
Other fixtures and fittings, tools and equipment	3-5 years
Leasehold improvements	4 - 5 years

Assets costing less than DKK 30,700 are expensed in the year of acquisition.

Impairment of fixed assets

The carrying amounts of intangible assets and property, plant and equipment are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation. If so, an impairment test is carried out to determine whether the recoverable amount is lower than the carrying amount and the asset is written down to its lower recoverable amount.

Investments in subsidiaries

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

The items "Investments in subsidiaries" in the balance sheet include the proportionate ownership share of the net asset value of the enterprises calculated on the basis of the fair values of identifiable net assets at the time of acquisition with deduction or addition of unrealised intercompany profits or losses and with addition of any remaining value of positive differences (goodwill) and deduction of any remaining value of negative differences (negative goodwill).

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

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

Other investments

Other investments are measured at cost price.

Deposits

Deposits are recognised at cost price.

Inventories

Inventories are measured at the lower of cost under the weighted average method and net realisable value. The net realisable value of inventories is calculated at the amount expected to be generated by sale in the process of normal operations with deduction of selling expenses and costs of completion. The net realisable value is determined allowing for marketability, obsolescence and development in expected sales sum.

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

Prepayments

Prepayments are measured at cost and comprise prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

Accounting Policies

Receivables
Receivables are recognised in the balance sheet at amortised cost, which substantially corresponds to nominal value. Provisions for estimated bad debts are made.

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

Current tax and deferred tax assets and liabilities
Deferred tax is recognised in respect of all temporary differences between the carrying amount and the tax base of assets and liabilities.

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

Deferred tax assets, including the tax base of tax loss carry-forwards, are measured at the value at which the asset is expected to be realised.

Current tax receivables and liabilities are recognised in the balance sheet at the amount calculated on the basis of the expected taxable income for the year, adjusted for tax on taxable incomes for prior years.

Tax receivables and liabilities are offset if there is a legally enforceable right of set-off and an intention to settle on a net basis or simultaneously.

Provisions
Provisions are recognised when - in consequence of an event occurred before or on the balance sheet date - the company has a legal or constructive obligation and it is probable that economic benefits must be given up to settle the obligation. Provisions include, amongst others, the expected loss risk on pending court cases.

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

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

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

No cash flow statement has been prepared for the parent company, as the parent company cash flows are included in the Consolidated Cash Flow Statement.

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

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

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

Cash and cash equivalents in the cash flow statement
Cash and cash equivalents comprise "Cash at bank and in hand".

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

Explanation of financial ratios

$$\textbf{Gross margin} = \frac{\text{Gross profit x 100}}{\text{Revenue}}$$

$$\textbf{Profit margin} = \frac{\text{Profit before financials x 100}}{\text{Revenue}}$$

$$\textbf{Return on assets} = \frac{\text{Profit before financials x 100}}{\text{Total assets}}$$

$$\textbf{Solvency ratio} = \frac{\text{Equity at year end x 100}}{\text{Total assets}}$$

$$\textbf{Return on equity} = \frac{\text{Net profit for the year x 100}}{\text{Average equity}}$$

We are Monjasa in every port. Vi er Monjasa i hver havn. Nous sommes Monjasa dans chaque port. نحن monjasa في كل ميناء. Somos Monjasa en cada puerto. Siamo Monjasa in ogni porto. We zijn Monjasa in elke haven Mes esam Monjasa katra osta. Olemme **Monjasa** joka satamassa. Við erum Monjasa í hverjum höfn. Wir sind Monjasa in jedem Hafen. Her limanda Monjasa vardır. Mi smo Monjasa u svakoj luci. Kita Monjasa. Di setiap pelabuhan. Isika rehetra. Monjasa amin'ny seranan-tsambo. Mi smo Monjasa u svakoj luci. Kami Monjasa sa bawat port 我々は、すべてのポートで Monjasa です. We are Monjasa in every port. Vi er Monjasa i hver havn. Nous sommes Monjasa dans chaque port. نحن Monjasa في كل ميناء. Somos Monjasa en cada puerto. Siamo Monjasa in ogni porto. We zijn Monjasa in elke haven Mes esam Monjasa katra osta. Olemme Monjasa joka satamassa. Við erum Monjasa í hverjum höfn. Wir sind Monjasa in jedem Hafen. Her limanda Monjasa vardır. Mi smo Monjasa u svakoj luci. Kita Monjasa. di setiap pelabuhan. Isika rehetra. Monjasa amin'ny seranan-tsambo. Mi smo Monjasa u svakoj luci. Kami Monjasa sa bawat port 我々は、すべてのポートで monjasa です. We are Monjasa in every port. Vi er Monjasa i hver havn. Nous sommes Monjasa dans chaque port. نحن Monjasa في كل ميناء. Somos Monjasa en cada puerto. Siamo Monjasa in ogni porto. We zijn Monjasa in elke haven Mes esam Monjasa katra osta. Olemme Monjasa joka satamassa. Við erum Monjasa í hverjum höfn. Wir sind Monjasa in jedem Hafen. Her limanda Monjasa vardır. Mi smo Monjasa u svakoj luci. Kita Monjasa. Di setiap pelabuhan. Isika rehetra. Monjasa amin'ny seranan -tsambo. Mi smo Monjasa u svakoj luci. Kami Monjasa sa bawat port. 我々は、すべてのポートで Monjasa です Vi er Monjasa i hver havn. Nous sommes Monjasa dans chaque port. نحن Monjasa في كل ميناء. Somos Monjasa en cada puerto. Siamo Monjasa in ogni porto. We zijn Monjasa in elke haven Mes esam Monjasa katra osta. Olemme Monjasa joka satamassa. Við erum Monjasa í hverjum höfn. Wir sind Monjasa in jedem Hafen. Monjasa u svakoj luci. Kami Monjasa

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