

Maternity Foundation - Fondet

Forbindelsesvej 3, 1., 2100 København Ø

CVR.no.: 34 64 00 92

Annual report for the period 1. january 2024 - 31. december 2024

The annual report has been submitted and approved by the annual meeting on the 24. April 2025

Chairman of the meeting

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The management has today presented the annual report of Maternity Foundation - Fondet for the financial year 1. january 2024 - 31. december 2024.

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

We consider the accounting policies used appropriate, and in my opinion the annual accounts provide a true and fair view of the foundation's assets and liabilities and its financial position as on 31 December 2024 and of the foundation's results of its activities in the period from 1 January to 31 December 2024.

We are of the opinion that the management review includes a fair description of the issues dealt with.

The annual report is recommended for approval by the annual meeting.

Copenhagen, 24. April 2025

Management

Anna Cecilia Frellsen

Board

Henriette Svarre Nielsen, chairman

Peter Foss

Carina Høgsted

Ashwajit Singh

Illa Westrup Stephensen

To the board

Opinion

We have audited the annual accounts of Maternity Foundation for the financial year 1. January - 31. December 2024, which comprise profit and loss account, balance sheet, and notes, including a summary of accounting policies used. The annual accounts have been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the annual accounts give a true and fair view of the assets and liabilities, and the financial position of the foundation at 31. December 2024, and of the results of the foundation operations for the financial year 1. January - 31. December 2027 in accordance with the Danish Financial Statements Act.

Basis of opinion

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

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

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

Auditor's responsibilities for the audit of the annual accounts
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements

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

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing
 the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists
 related to events or conditions that may cast significant doubt on the Company's ability to continue as a going
 concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's
 report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify
 our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report.
 However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

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

Statement on the management's review

The management is responsible for the management's review.

Our opinion on the annual accounts does not cover the management's review, and we do not express any kind of assurance opinion on the management's review.

In connection with our audit of the annual accounts, our responsibility is to read the management's review and in that connection consider whether the management's review is materially inconsistent with the annual accounts or our knowledge obtained during the audit, or whether it otherwise appears to contain material misstatement.

Furthermore, it is our responsibility to consider whether the management's review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we believe that the management's review is in accordance with the annual accounts and that it has been prepared in accordance with the requirements of the Danish Financial Statement Acts. We did not find any material misstatement in the management's review.

Copenhagen, 24. April 2025

BUUS JENSEN State Authorised Public Accountants

Ulrik Nørskov State Authorised Public Accountant mne29456

The foundation	Maternity Foundation - Fondet Forbindelsesvej 3, 1. 2100 København Ø	
	CVR-no.: Financial year:	34 64 00 92 1. january - 31. december
Management	Anna Cecilia Frellsen	
Board	Henriette Svarre Nielsen, chairma Carina Høgsted Illa Westrup Stephensen Peter Foss Ashwajit Singh	an
Auditors	BUUS JENSEN State Authorised Public Accounta Lersø Parkallè 112 2100 København Ø	ints

Introduction

The world of global development is undergoing a seismic shift. Traditional aid models are under increasing pressure as development aid funding declines, while the competition for resources intensifies in response to a growing number of crises. These challenges are forcing organisations to rethink their strategies and find new ways to maximise impact. In this rapidly evolving landscape, the need for sustainable, scalable, and innovative solutions has never been greater.

Maternity Foundation has witnessed first-hand how technology can revolutionise access to maternal and newborn care, unlocking new ways to reach mothers and babies in need. By forging innovative cross-sector partnerships, we are making our Safe Delivery+ Programme, including the Safe Delivery App, available for free to midwives and other healthcare professionals globally, seeking to strengthen their capabilities in delivering quality maternal and newborn healthcare.

The urgency of action cannot be overstated—every other minute, a woman loses her life due to pregnancy or childbirth-related complications*. Every 14 seconds, a newborn suffers the same fate. For every woman who dies, between 20 and 30 will experience childbirth injuries, infections or disabilities** Tragically, the vast majority of these deaths and injuries are preventable with access to quality care.

Maternity Foundation's tagline 'It Should Not Cost Life to Give Life' is as relevant as ever.

To date, we have supported 455,000 midwives and other healthcare professionals across more than 100 countries, including more than 60 low- and middle-income nations, helping to ensure millions of safer births.

In the following overview, we delve into our 2024 achievements and annual results, highlighting the progress made and the path forward.

Expanding and Deepening our Global and National Reach

Maternity Foundation's Safe Delivery App had more than 53,000 new users worldwide in 2024, 95,5% of whom were estimated to be healthcare professionals, trainers, and midwifery students in low and middle-income countries across Africa, Asia, the Middle East, and Latin America. Furthermore, Maternity Foundation achieved the goal that at least 40% of Safe Delivery App users in 2024 would be 'engaged users', (defined as a user that has accessed and/or interacted with at least 5 content sessions in the Safe Delivery App - video, action card, practical procedures, drug list, MyLearning - in the relevant period).

Clinical Development and Training

Throughout 2024 Maternity Foundation continued to update, expand upon and adapt our clinical content within the Safe Delivery+ Programme, App, and resources, while also developing, scaling, and refining our training models. The Safe Delivery App currently consists of 20 modules, and is available in 40 different language versions.

In 2024 we launched new projects in various countries including Benin, Papua New Guinea, Kyrgyzstan, Uzbekistan, and Tajikistan., while continuing our ongoing efforts to strengthen the midwifery profession and provide high-quality support for midwives in delivering essential care in countries where we have been working for some years, including Ethiopia and India. We also introduced a Nepali version of the Safe Delivery App in collaboration with the Nepali Ministry of Health and Population and UNFPA.

Thanks to strong and well-established partnerships on the ground, and collaborations and integration with many larger in-country programmes and with local ministries of health etc, we were able to reach and train midwives in some of the world's most fragile and difficult to access settings in 2024, including Afghanistan and Syria.

We also hosted many trainings around the world in 2024, including a Training of Trainers (ToT) workshop in Kigali, Rwanda, where several of Maternity Foundation's Master Trainers trained fellow midwife staff members from around the world, enabling them to expand and cascade our midwife training programmes globally. Additionally, we launched new training modules in 2024 on gestational diabetes mellitus and postnatal care.

Country Programmes

Maternity Foundation works across four regions, with hubs in Ethiopia, India, and Denmark and engagements in multiple countries across Sub-Saharan Africa, Middle East and North Africa, Asia, Latin America and the Caribbean. Our two largest priority countries are India and Ethiopia, where we have plans to further scale and expand our work across the regions. In MENA and LACRO we do not have a team on the ground yet, but we hope to build a small but scalable presence there as well.

Ethiopia

It remains an essential focus of Maternity Foundations' efforts globally to nurture and explore relevant partnerships to continuously grow our reach and integrate our Safe Delivery+ programme and App into existing programmes and accreditation structures, to achieve institutionalization and sustainability, thus increasing our impact.

In 2024 Maternity Foundation significantly expanded its impact in Ethiopia through strategic partnerships with UNICEF, UNFPA, the Ethiopian Midwives Association (EMwA), Civilsamfund i Udvikling (CISU) and the Ethiopian Federal Ministry of Health among others all aimed at integrating its initiatives within the healthcare system. For example, collaborating closely with UNICEF and local health authorities, we implemented Clinical Catchment-Based Mentorship (CBCM) programmes in 20 health centers in the Afar and Somali regions of Ethiopia.

India

Maternity Foundation continued to deliver results in India throughout 2024, with the help of key partners such as the Ministry of Health and Family Welfare, the Indian Nursing Council (INC), Indian Red Cross Society, FOGSI, UNICEF and others. We conducted multiple activities to capacitate practicing midwives in both the public and private sectors in India, including both pre-service and in-service physical and remote trainings.

An ongoing focus for our work in India has been continuing to explore, test and launch a series of activities to strengthen user engagement in the Safe Delivery App. For example, in partnership with Neuvo Inc. and UNFPA, we continued pilot-testing the integration of an AI-enabled chatbot (the NeMa Smartbot) into the Safe Delivery App in India. Initial results suggest that a conversational AI-chatbot could enhance user experience and bring additional value and a level of comfort during emergencies.

Global Positioning

We constantly strive to enhance our position as a leading global actor in both developmental and humanitarian settings, and for Maternity Foundation to be broadly recognised in key fora, global media and events around Tech for Good, Sexual and Reproductive Health and Rights (SRHR), Maternal and Newborn Health (MNH), and philanthropy. Our CEO, Anna Frellsen, recently joined an expert group on global health under the new Alliance for Global Health, the purpose of which is to strengthen the Danish priorities to secure better outcomes for the most vulnerable people.

Additionally, Maternity Foundation is part of the EDISON Alliance, a flagship initiative by the World Economic Forum which has reached an ambitious milestone of empowering one billion lives through digital solutions.

Insight, Research and Learning

Maternity Foundation continues to have an evidence-based approach to our programme platform and tools, with a focus on continuous learning and best practice sharing, to build learning around programmatic and implementation data, and utilise App insights to inform our work and advocacy efforts. As an example, one of our recently published case studies illustrates Maternity Foundation's impact on maternal and newborn health in Niger through the Safe Delivery App. It shows that by training midwives and other healthcare professionals with our digital tool, Maternity Foundation increased both knowledge and confidence levels in managing birth-related emergencies, contributing to better health outcomes. The SDA, featuring practical instructional content and competency-based learning, empowers healthcare workers in even the most remote settings to deliver timely, quality care.

The Path Forward – Towards 2030

We are committed to continuing to expand our reach and deepen our presence in low- and middle-income countries, to strengthen the training and professional development of midwives and improve the quality of care for the communities they serve.

Throughout 2024, the Maternity Foundation Staff and Board have been tailoring an updated strategy to build upon our achievements of the past and set a continued, ambitious and impactful direction for our work moving forward – starting in 2025. Realising that we have one of the most scaled digital solutions within maternal health, a proven model based on evidence, and a strong global organisation with a vast network of partners, we are also aware that a lot more can be done – and it can be done smarter and more effectively! Our official 2030 Aspiration is; **Maternity Foundation is a leading maternal health advocate and expert globally delivering micro-learning** and on-the-job support for midwives in difficult-to-reach settings We look to realise our full potential of being a global leader in capacity building of midwives in the most difficult-to-reach setting, and have identified five critical priority areas which will guide the strategic direction of our work in the coming years. We are ready and excited for the important journey ahead! **A Sustainable Business Model** Maternity Foundation has a scalable and sustainable business model with a birdh social impact return on each Throughout 2024, the Maternity Foundation Staff and Board have been tailoring an updated strategy to build upon

Maternity Foundation has a scalable and sustainable business model with a high social impact return on each invested dollar.

Most projects that we engage in are not reflected in our accounts as they are co-financed by existing in-country programmes and activities. In addition, the variable costs associated with technical advisory, trainings, local adaptations, data collection etc. are financed by the country programme in question and not by our global funds. Our global investors and partners thus invest in the cross-organisational development, implementation, monitoring, and evaluation of our activities as well as the catalytic effect in initialising broader in-country programmes.

Annual result

In 2024 the total expenses for the global Safe Delivery Programme and key projects across our hubs in India, Ethiopia, and Denmark were 17.8 million DKK. Funds collected totalled 16.3 million DKK; thus, we had a deficit in 2024 of 1.5 million DKK.

The funds collected are a combination of project funding, investments in our global Safe Delivery Programme as well as unearmarked funding.

The deficit reflects, that some donated funds received late in 2024 have been deferred to 2025, as the donations were meant to cover 2025 activities, and consequently not booked as income in 2024. This of course has a negative impact on the 2024 result, but these kinds of "end of the year" fluctuations are common to the nature of the funding situation and tend to even out from year to year.

Thanks to our donors, and partners

Thank you to our funders for the vital support you bring to our work. Thank you to Asta & Jul. P. Justensens Fonden, Bill & Melinda Gates Foundation, Burnet Institute, Bygma Fonden, CISU, Danish Baptist Church, Det Arnstedske Familiefond, Emmerys, Ferring Pharmaceuticals, FOSS A/S, Frececo Fonden, GIZ, Grieg Foundation, Hesse-Ragle Fonden, Ida og J. Rindoms Fond, MSD for Mothers, NTI Fonden, Novo Nordisk Foundation, Ole Kirk's Fond, PlanBørnefonden, Project Hope, UNFPA, UNICEF, World Diabetes Foundation, as well as several funders who prefer to remain anonymous.

Thank you to our partners at Aastrika, AFI, BMS, BRAC, EMWA, IAWG, Indian Nursing Council, International Confederation of Midwives, Iraqi Red Crescent Society, IPE Global, JHASI, Laerdal Global Health, Midwifery Associations, Ministry of Health and Family Welfare India, Ministry of Health Ethiopia, Neuvo, Plan International, Red Cross, UNFPA, University of Copenhagen, University of Southern Denmark, WHO, and many, many more for the hours spent in collaboration for the goals that unite us.

Thank you to all the midwives and healthcare professionals who work skillfully and tirelessly to ensure safer childbirths for women and newborns – everywhere.

Last but not least, thank you to our incredible team, without whom this great work would not have been possible.

No	<u>ote</u>		2024	2023
1	Funds collected		16.047.591	17.454.512
	Transfered to cover administration		-1.551.216	-1.493.240
	TOTAL COLLECTED FUNDS		14.496.375	15.961.272
2	Administration and staff costs	4.113.468		3.253.383
	Covered by donations from foundations	-1.551.216	2.562.252	-1.493.240
	RESULT BEFORE NET FINANCIALS		11.934.123	14.201.129
3	Other financial income		268.515	39.619
4	Other financial costs			
	RESULT FOR THE YEAR BEFORE DISTRIBUTION		12.202.638	14.240.748
	Result to be disposed			
5	Total distributions and grants for charitable purposes		13.662.620	12.676.950
	Used provisions		-1.728.497	886.966
	Result brought forward, non-distributable capital		-	-
	Result brought forward, distributable capital		268.515	676.832
	Disposed		12.202.638	14.240.748
			-	-
	Resultat for the year before distribution		12.202.638	14.240.748
	Total distributions and grants for charitable purposes		-13.662.620	-12.676.950
	Net result for the year		-1.459.982	1.563.798

Note	31/12 2024	31/12 2023	
ASSETS			
Non-destributable assets			
Other securities and equity investments	239.901	231.962	
Available funds	26	26	
Transferred from current assests	10.073	18.012	
	250.000	250.000	
Financial fixed assets			
Deposits	280.687	280.687	
FIXED ASSETS IN TOTAL	530.687	530.687	
Current assets			
Receivables	304.906	3.280.829	
Prepaid expenses	64.224	52.700	
Other debtors	1.319		
	370.449	3.333.529	
Available funds	13.820.454	13.058.219	
Transferred to non-distributable assets	-10.073	-18.012	
		101012	
	44 400 000	40.070.700	
CURRENT ASSETS IN TOTAL	14.180.830	16.373.736	
ASSETS IN TOTAL	14.711.517	16.904.423	

Note		31/12 2024	31/12 2023
	LIABILITIES		
	Equity		
	Non-distributable capital	250.000	250.000
	Provisions for charitable distributions	1.713.174	3.441.671
	Distributable capital	7.324.131	7.055.616
	EQUITY IN TOTAL	9.287.305	10.747.287
	Short-term liabilities		
	Debt to financial institutions	117.397	122.494
6	Other liabilities	296.575	513.620
	Deferred donations	5.010.240	5.521.022
	SHORT-TERM LIABILITIES IN TOTAL	5.424.212	6.157.136
	LIABILITIES IN TOTAL	14.711.517	16.904.423
7	Information regarding fundraising		
8	Contingencies		

9 CISU

	Non- distributable capital	Provisions	Distributable capital	In total
Equity 1. january 2023	250.000	2.554.705	6.378.784	9.183.489
Provisions for charitable distributions	-	886.966		886.966
Profit or loss for the year brought forward			676.832	676.832
Equity 1. january 2024	250.000	3.441.671	7.055.616	10.747.287
Provisions for charitable distributions	-	-1.728.497	-	-1.728.497
Profit or loss for the year brought forward			268.515	268.515
	250.000	1.713.174	7.324.131	9.287.305

All amounts in DKK.		
	2024	2023
Note 1 - Funds collected		
Private donations	169.375	17.942
Donations from foundations	15.878.216	17.436.570
	16.047.591	17.454.512
Transfered to cover administration	1.551.216	1.493.240
Note 2 - Salaries included in total costs		
Total staff costs	8.650.649	7.604.355
Average number of full-time employees	16	14
Note 3 - Other financial income		
Financial income	268.515	39.619
	268.515	39.619
Note 4 - Other financial costs		
Financial expenses		
Note 5 - Total distributions and grants for charitable purposes		
Safe Delivery Program	11.667.392	10.718.682
Ethiopia Country Program	811.312	951.032
India Country Program	1.183.916	1.007.236
	13.662.620	12.676.950
Note 6 - Other liabilities		
Payables	81.600	251.274
Holiday obligation, salaries	214.975	262.346
	296.575	513.620

Note 7 - Information regarding fundraising

Accountings of the fundraising campaign for Maternity Foundation.

The fundraising was conducted in compliance with the Danish Fundraising Act.

Purpose of the fundraising

The foundraising was conducted to support the foundations mission to secure safe maternity and birth for women in the third world.

Description of the fundraising activities

The foundraising has been ongoing and carried out via the webside. The activities have been nationwide.

Fundraising acconts	DKK
Raised funds	169.375
Fundraising costs	
Result	169.375
Profit margin	100%

The surplus will be transferred til the foundations activities.

Note 8 - Contingencies Contingent liabilities

	F
Rent liabilities	226
Contingent liabilities	226

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Note 9 - CISU

Project title:	"Strengthening the Ethiopian Midwifery profession through increased access to Continuous Professional Development (CPD)"		
CISU j.no.	22-4437-CSP-MI		
Unused grant funds at th	ne beginning of the year		250.000
Grants paid from CISU i	n the financial year		<u>-</u>
	Subsidies in the	year in total (Sum 1):	250.000
Transferred to partners	in the financial year	280.998	
Spent in Denmark in the	financial year	11.224	
	Sum 2:	292.222	
Transferred to Danish a	dministration (7 % of Sum 2)	20.456	
Consumption in the year	r in total (Sum 3):	312.678	
Grant funds minus spen	t in the year (Sum 1 minus Sum 3)		-62.678
Earned interest income	in the year		
Unspent funds at the en	d of the financial year		-62.678

The annual report for Maternity Foundation - Fondet is presented in accordance with the Act on foundations and certain associations in accordance with good accounting practice, as described below.

The accounting policies used are unchanged compared to last year. The annual accounts are presented in Danish kroner.

Recognition and measurement in general

Income is recognised in the profit and loss account concurrently with its realisation, including the recognition of value adjustments of financial assets and liabilities. Likewise, all costs, these including depreciation, amortisation, writedown, provisions, and reversals which are due to changes in estimated amounts previously recognised in the profit and loss account are recognised in the profit and loss account.

Assets are recognised in the balance sheet when the association is liable to achieve future, financial benefits and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when the association is liable to loose future, financial benefits and the value of the liability can be measured reliably.

At the first recognition, assets and liabilities are measured at cost. Later, assets and liabilities are measured as described below for each individual accounting item.

Certain fixed asset investments and liabilities are measured at amortised cost, by which method a fixed, effective interest is recognised during the useful life of the asset or the liability. Amortised cost is recognised as the original cost with deduction of any payments and additions/deductions of the accrued amortisation of the difference between cost and nominal amount. In this way capital losses and capital profits are spread over the useful life.

At recognition and measurement, such predictable losses and risks are taken into consideration, which may appear before the annual report is presented, and which concerns matters existing on the balance sheet date.

The profit and loss account

Funds collected

The funds collected is recognised in the profit and loss account if delivery and risk transfer to the buyer have taken place before the end of the year, and if the income can be determined reliably and is expected to be received.

Other external costs

Other external costs comprise costs for administration, wages and project costs.

Other external costs comprise costs for distribution, sales, advertisement, administration, premises, loss on debtors, and operational leasing costs.

Other external costs comprise costs for distribution, sales, advertisement, administration, premises, loss on debtors, and operational leasing costs.

Staff costs

Staff costs include salaries and wages including holiday allowances, pensions and other costs for social security etc. for staff members. Staff costs are less public reimbursements.

Net financial

Net financials comprise interest income and interest costs, financial costs in connection with financial leasing, realised and unrealised capital profits and losses concerning securities, liabilities and transactions in foreign currency, amortising of fixed asset investments and liabilities, and additions and reimbursements of interest concerning tax payment. Net financials are recognised with the amounts concerning the financial year.

Тах

Tax on profit for the year is carried in the income statement.

The foundation does not make provisions for deferred tax.

The balance sheet

Accrued income and deferred expenses

Accrued income and deferred expenses recognised under assets comprise incurred costs concerning the next financial year.

Available funds

Cash and cash equivalents comprise cash and short-term securities with a maturity less than 3 months that are readily convertible into cash and which are subject to an insignificant risk of changes in value.

Provisions

Funds set aside for future project expenses.

Other assets

Other assets are recognised at nominel value.

Liabilities

Liabilities concerning debts to suppliers and other debts are measured at amortised cost which usually corresponds to the nominal value.

Тах

Current tax receivable and tax 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 previous years' taxable income and prepaid taxes. Tax receivable and tax liabilities are set off to the extent that legal right of set-off exists and if the items are expected to be settled net or simultaneously.

Henriette Svarre Nielsen

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Peter Foss

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Carina Høgsted

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Ashwajit Singh



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Illa Westrup Stephensen

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Anna Frellsen

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Ulrik Nørskov

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