



Together we build  
the most scalable  
global trading hub

**MFT** Energy A/S

Annual Report 2020



For ambitious entrepreneurs who want to become the best. MFT Energy is a global trading hub offering a business ownership model for employees.



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# MFT Energy at a glance

MFT Energy's core business is power and gas trading. We are a global trading hub offering a business ownership model for employees by creating partnerships with skilled traders using MFT Energy's strong platform providing capital, market access, IT systems, support, and leadership. This is a win-win model that has positioned MFT Energy as a recognized industry participant with trading activities in 25 markets.



**55**  
Employees  
+27 in 2020



**8**  
Partnerships  
+2 in 2020



**22**  
Partners  
+8 in 2020



**31**  
years old  
on average



**87%**  
Hold a master's  
degree or higher



**12**  
Nationalities



# Performance highlights 2020

MFT Energy delivered strong growth in 2020 and increased its revenue by 297% to EUR 461m. The strong growth in traded volumes was the main driver behind the growth in revenue. The operating performance was strong too, and MFT Energy delivered EBIT of EUR 7.8m.

## 11.7<sub>m</sub>

Gross profit (EUR)  
+202%

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## 7.8<sub>m</sub>

EBIT (EUR)  
+253%

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## 5.5<sub>m</sub>

Profit for the year (EUR)  
+262%

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## 2.5%

Gross margin

## 1.7%

EBIT margin

## 81.8%

Return on equity



## Letter from the CEO

# What a year!

Our solid business and partnership model proved its worth in 2020. Through a fantastic team effort, we delivered revenue of EUR 461m and EBIT of EUR 7.8m, representing growth of 297% and 253% respectively. We continued our investments in building an even stronger platform, expanded our international presence and prepared all teams for our accelerated growth strategy in 2021.

At the beginning of 2020, we had never in our wildest imagination envisioned what the year would bring. It has been one of the most unpredictable years ever, where people and businesses had to adapt to a completely new world. And that at a speed never seen before and with the planning horizon reduced to weeks and months. Almost overnight, we changed the way we work together, adapted to the market conditions, and created a new virtual organization. In this light, our performance becomes even more incredible, and I am proud of the entire organization's flexibility and readiness for change. We are stronger than ever, and I feel confident that our increased flexibility and strength has made us even more competitive and powered to realize our vision and further growth.

### Preparing for further growth

During 2020, we launched our new three-year growth strategy divided into three main phases: Building the Base in 2020 and Growing the Business in the following two years in preparation for an IPO in 2023. Concurrently with making our growth strategy, we defined and visualized our values, ensuring that our values are firmly anchored in the entire organization and in our everyday operations.

As part of the strategic initiatives in Building the Base, we continued our significant investments in all parts of our business support functions and our platform, including further investments in our risk management capabilities, process optimization, IT systems, and analytical tools. We have already seen an impressive return from these investments at the beginning of 2021, which strongly supports our ambition to build the most scalable global trading hub.

### International expansion outside Europe

2020 was the year we expanded our market position outside Europe. We expanded our Turkish team, established our US team and began trading in the United States, and we established our Asian hub in Singapore. We are very pleased with these expansions and see significant growth opportunities in both regions. At the end of 2020, we had trading set-ups in 25 markets, and by adding two new markets, Serbia, and Montenegro, in early 2021, we strengthened our strong European position even further.

### Getting stronger together

In May, I took up the position as CEO of MFT Energy, bringing profound knowledge of the business from my position as Chairman of the Board since 2018. The founder, Simon Fisker Rathjen, was elected as new Chairman of the Board of Directors.



# 7.8m

In 2020, we delivered  
a strong financial  
performance and EBIT of  
EUR 7.8m



In record time, MFT Energy has become a leading player within power and gas trading, which takes skilled and exceptional people with an entrepreneurial mindset and high ambitions. We will continue our growth, and the journey will be fun, inspiring, and challenging, and all employees will get the opportunity to become owners.

Torben Nordal Clausen, CEO

Like the main part of MFT Energy's employees, I have long-standing experience within energy trading and many years of leadership experience in turning promising companies into growing industry leaders, which is exactly the growth journey MFT Energy is currently on.

In 2020, we onboarded 27 exceptional and dedicated new colleagues and almost doubled the number of employees to a total of 55. We strengthened our organization at all levels and our gas team expanded significantly from 2 to 8 employees. We continue to grow and, at the time of writing in early 2021, we have more than 60 employees all sharing the philosophy of getting stronger together.

This is also reflected in our partner and ownership model. All MFT Energy employees have the opportunity to become a partner. Thus, it was a great day in early February when we announced the expansion of MFT Energy's partner base from 22 to 36 partners, corresponding to more than 50% of all employees!

By offering co-ownership, we increase employee motivation while at the same time creating a healthy competitive edge by strengthening the connective tissue of our community to improve the day-to-day business and celebrate successes together.

#### **Positive outlook for 2021**

We have continued our growth at the beginning of 2021 and will exploit our scalable organizational set-up to realize our ambitions for the year. We look very much forward to welcoming new partners and colleagues and expanding our international presence and market position. Based on our planned initiatives, we expect higher revenue and operating profit in 2021.

On behalf of the leadership team, I would like to express my gratitude to our colleagues and business partners for a great year - I am proud to say - Together we build.



# Building the Base in 2020

As we gained from the price volatility, we strengthened for our future growth too. Our business and partner model proved its worth, we welcomed many new colleagues, we commenced in the US and, most recently, we opened our Singapore office.



\*The graph: Refinitiv: German one year contract Power 1 MW. Time period: January 2 – December 30, 2020





## VALUE #1

Grit drives achievement and success at MFT Energy, independent of and beyond what talent and intelligence may contribute. We don't seek perfection, but instead strive for excellence, maintaining our core purpose and integrity in the face of unforeseen hardship.

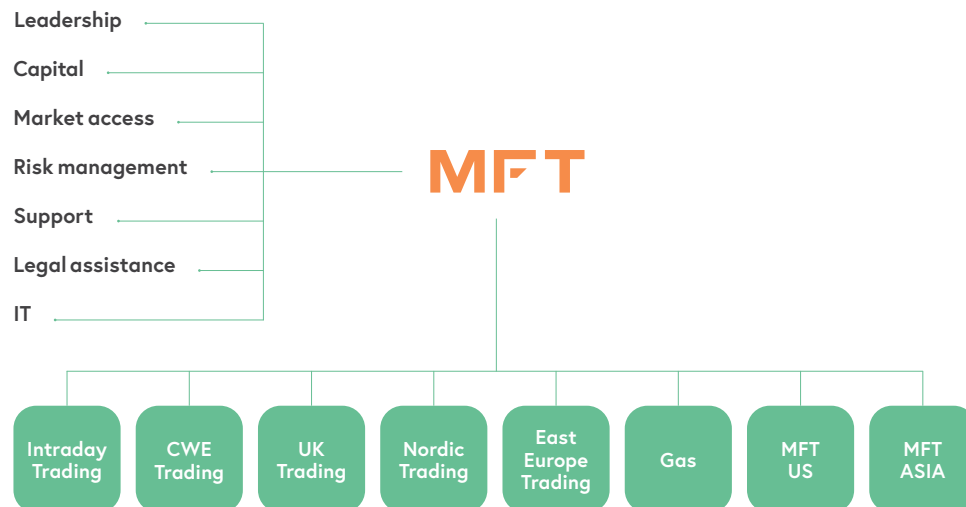
# Grit

Grit is about strength of character, spirit, perseverance, and unyielding courage



# We create value through power and gas trading

MFT Energy's core business is power and gas trading, and in 2020 we launched our three-year growth strategy of first Building the Base in 2020 and then accelerating growth in the two following years by expanding all our teams, our risk management as well as our global market presence. In 2023, we expect to launch an IPO. Based on our vast experience and strong skills, our vision is to become the most scalable global trading hub.



As a recognized industry participant, MFT Energy is solidly positioned to continue its growth journey. Trading in 25 markets in 2020, we have a large international presence, and our unique partner and ownership model has been essential in attracting and retaining highly-skilled employees and giving them the opportunity to become a partner. Our ownership structure is a win-win approach for scaling MFT Energy even further.

## A strong partnership

MFT Energy's partnership model is the core strength and the main pillar of our organizational setup and business model. Today, we have eight strong power and gas trading teams with highly-skilled and experienced traders, within their respective fields of expertise.

We have built a platform that delivers services to our trading teams by providing capital, market access, IT systems, support, and leadership, and the partners and their respective teams can thereby stay focused on what they do best – executing their respective trading strategies. Together, we will execute the business plan for the team and achieve our common goals as a firm. Through our partnership setup and business model, we can empower traders to be the best in their markets.

## Shared ownership

MFT Energy is a global trading hub offering a business ownership model for employees. For ambitious entrepreneurs within power and gas trading, this represents an attractive opportunity for personal development and for partners to realize personal ambitions as business owners. We see this as a fair organizational structure. The success of our partnership model was reflected in the financial results achieved and through the influx of highly-skilled employees and our strong corporate culture. We get positive feedback for our entrepreneurial spirit and the can-do attitude within the entire organization.

At the end of 2020, MFT Energy had 55 employees, of which 22 were partners, corresponding to 40% of the total number of employees. At the beginning of 2021 the number of partners increased to 36, corresponding to 56% of the total number of employees, which at the time of writing is 64. We believe in shared ownership and the motivation it brings as a benefit to all of us.



# Our new three-year growth strategy

# 12

In the spring of 2020, we launched a new growth strategy for 2020-2023, which provides clearly-defined growth targets for the coming years. Concurrently with working on our strategy, we have also defined and visualized our values, ensuring that our values are now even more firmly anchored in the organization and in our day-to-day operations.

Our gas team expects to be licensed to handle physical gas in 12 markets in 2021

Our primary focus during 2020 was to strengthen and to build some of our new teams as well as invest further in our group services and business support functions. In parallel, we executed on several selected growth opportunities. We have called this phase of the plan "Building the Base". During 2021 and 2022, we will execute our accelerated growth plan for all teams and within our selected markets and geographies.

## Building the Base

As part of Building the Base strategy, we have continued our significant investments in all parts of our business support functions, including further investments in risk management, process optimization and IT systems. We are leveraging the latest technologies to implement trading tools that give us an edge in our markets, and we aim for a scalable state-of-the-art support function as we grow our business.

Highly skilled and competent personnel have been employed within Risk Management, Treasury, Finance, IT, Market Access and Legal. We have strengthened our respective Power and Gas teams with very experienced traders and a milestone in 2020 was the expansion of our strong gas team with industry leading profiles. For a further description of the development of our Power and Gas teams in 2020, please see the pages from 18 to 21.

As part of our focus on leadership and stronger operations, our management has been strengthened through in-house promotions or new appointments of several highly experienced people with long track records from the trading industry. With our latest platform investments, we have created the fundamentals needed to execute and initiate our accelerated growth strategy in 2021.

## Growing the Business

The positive impact from the many investments in 2020 will be leveraged even more in 2021 and 2022 to accelerate our growth. We call this part of the strategy "Growing the Business", and our key focus areas will be further market penetration through an expansion of all our existing teams and our international presence.

Strengthening our European market positions within both Power and Gas as well as further international expansion is our top priority. We have a strong focus on expanding our gas activities and by the end of 2021, we expect to be licensed to handle physical gas in 12 markets. Our unique position within Power in Europe will be strengthened in several selected areas. Early 2021, we entered two more markets, Serbia and Montenegro, and we look forward to benefiting from this stronger market positioning.

We see many interesting opportunities in the US power market, which we entered in 2020, and further market penetration in the US is a high priority in 2021. We established our Asian Hub in Singapore in the fall of 2020 and have identified several very interesting market opportunities with a strong fit to our platform.

Recruiting and retaining highly-skilled colleagues with the right experience is constantly prioritized and is a key driver for our further development and growth.



# Strong underlying growth drivers

The global energy markets are currently undergoing major changes representing significant opportunities for well-positioned energy traders like MFT Energy. We are ready to utilize our trading and market knowledge in the great transformation towards more renewable energy, which is one of the biggest market drivers.

## Growing renewables

The global energy markets continued their transformation in 2020, driven by renewable energy and further decarbonization initiatives.

The role of renewable resources in power generation, like wind farms and solar plants is growing at an accelerated pace. From around 25% in 2019, renewables are expected to grow their share of global generation to around 50% by 2035 and close to 75% by mid-century. Electrification across key end uses, particularly in buildings and road transport, drives a doubling of electricity demand by 2050.

As part of the ongoing decarbonization, conversions in the conventional asset portfolios is expected to continue, as certain energy sources, such as coal and natural gas-fired power plants, are turned into backup capacities. This

transformation will continue to replace stable energy sources with more unstable renewable sources of energy, such as wind and solar.

When the unstable renewable energy resources play a larger role in the total generation mix, larger fluctuations in the energy output will occur due to the influence of the weather. This creates imbalances in the energy markets and requires highly efficient marketplaces and energy exchanges to move energy from markets with a surplus of renewable energy production to markets with a production shortage. The transformations to greener energy combined with the constant changes in the weather thereby increases the imbalances in the power and gas markets, leading to greater price fluctuations and volatility.

As the installed renewable capacity increases worldwide, more markets are expected to be deregulated and establish marketplaces for power and gas trading to handle the increasing imbalances in the power systems.

## We benefit from volatility

MFT Energy's trading teams have in-depth knowledge of the supply and demand dynamics in their respective markets and regions and are available for trading 24/7. The transformations in the energy markets require new data analytics and tools as well as trading strategies, as the number of products and opportunities increases. As the renewables share of the generation mix grows larger, we expect increasing imbalances and volatility. Our business model converts market knowledge and data into different trading strategies, and based on these

strategies, we benefit and create value from volatility.

The potential increasing volatility creates significant market opportunities, and we are strongly positioned in the market spots with the highest activity and traded volumes, which in combination will be a major driving force for the future earnings potential of MFT Energy.

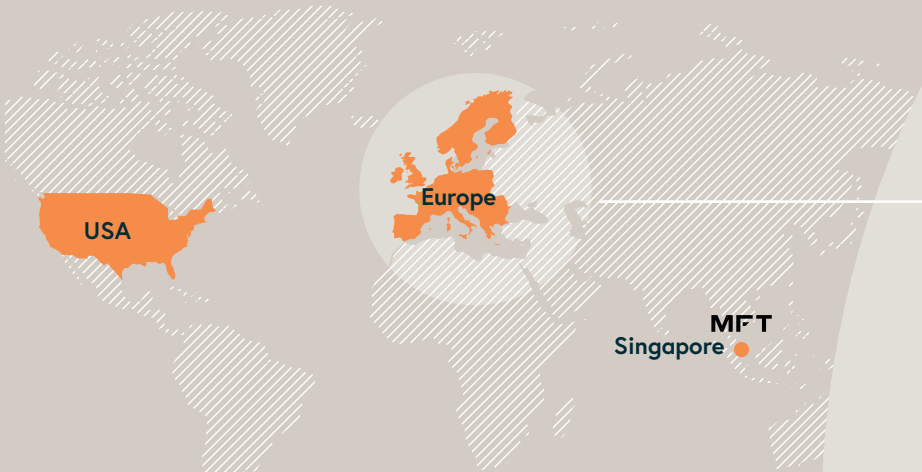
# 75%

Renewables will grow their share of global generation to around 50% by 2035 and close to 75% by mid-century

Source: McKinsey Energy Insights. Global Energy Perspective 2019. Reference Case Summary.



Global



Europe



- MFT Energy trades on 11 exchanges**
- Cropex, Croatia
  - EEX, Germany
  - EPEX, France
  - Epias, Turkey
  - Ercot, USA
  - GME, Italy
  - ICE, USA
  - Ibex, Bulgaria
  - Nordpool Spot, Norway
  - Opcom, Romania
  - OTE, Czech Republic

# Our markets

In 2020, MFT Energy expanded the number of trading markets to 25, including the United States. MFT Energy trades both power and gas in 8 markets. We are active on 11 exchanges.

■ Trading Power and Gas     
 ■ Trading Power     
 **MFT** Country office

**25**  
Active trading markets

**76 TWh**  
Traded in 2020



# Attracting talent and exceptional people

Our exceptional people are MFT Energy's most unique asset. As a fast-growing specialized power and gas trading company, MFT Energy relies on attracting talent who deserve the best possible conditions to become exceptional performers. We want them all to become partners and benefit from the results we create together.

At MFT Energy, we have built a very strong corporate culture that we cherish. Our common values determine the way we do business and cooperate, and as ambitious entrepreneurs we are all committed to our vision of becoming the most scalable global trading hub.

## MFT Energy's unique asset

MFT Energy had 55 employees at the end of 2020, an increase of 27 compared to 2019. Every month we welcome new employees, and this has also been the case in early 2021.

Given the growth in recent years, MFT Energy has now reached a size and organizational maturity which clearly shows agility and strength through educational background, many years of trading experience, and diversity, all of which will further improve our business performance.

87% of the MFT Energy staff have a master's degree, and the average energy trading experience among both front office and support staff is more than 5 years. We have 12 nationalities represented and our ambition is to grow the number of female members on our staff from currently 15% in the coming years.

## Extensive trading experience driving our growth

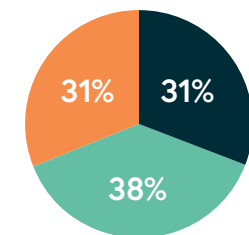
More than 30% of the employees at MFT Energy have 8+ years of trading experience and a further almost 40% have between two and eight years of trading experience. It is important to MFT Energy that not only our front office staff have comprehensive experience from the trading industry. This should also apply to our support functions, including the risk management, finance and treasury teams.

67% of our staff is in front office and 33% is in support function, equal to a 2:1 ratio, which it is our goal to maintain.

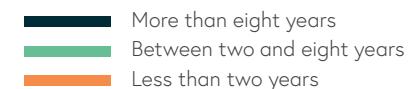
As our people are MFT Energy's most unique asset, human resource management is a highly prioritized activity, and in our constantly changing and demanding business environment, we are focused on maintaining our high rate of employee satisfaction with a very low staff turnover ratio.

# 40%

At the end of 2020, 40% of our employees were also partners

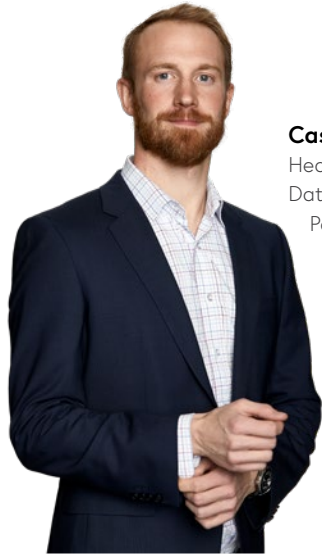


All employees – Trading experience





# Developing together



## Casper Venning Pedersen

Head of Gas Portfolio Management & Partner  
Date of employment: 01-06-2020  
Partner since: 01-06-2020

*"Co-ownership and being part of a strong and experienced team with high ambitions and an entrepreneurial attitude motivates me on a daily basis. I have really appreciated being part of building the gas team, developing our business model, and executing our growth strategy. It has been an excellent career move for me to become a co-owner, and it really made me stronger professionally and as a person. When we celebrate our successes it just makes me feel really proud."*



## Angela Protić

Director of Business Development & Partner  
Date of employment: 01-04-2019  
Partner since: 01-01-2021

*"It is a huge privilege to work with business development in a company with a strong international growth strategy. We are constantly analyzing potential market and product opportunities for our teams, and every week brings something new and challenging. It's been a fantastic personal journey so far, and I'm very pleased to have been given the opportunity to become a partner and take part in our financial journey as well."*

## Malene Friis

Senior Trading Analyst & Partner  
Date of employment: 01-02-2019  
Partner Since: 01-02-2019

*"Early 2019, I was one of the founding partners of the UK Power team together with Anders Lynggaard. MFT Energy's partnership model enables us to fully focus on the execution of our trading strategies and develop our business model according to the opportunities we see in the market. It gives me a huge drive and focus knowing that we benefit as owners of the financial results we are creating, and being surrounded by others with the same drive creates a unique environment."*



## Thomas Hoffmann Nielsen

Junior Analyst  
Date of employment: 20-08-2020

*"Studying Economics and Management, with a focus on Econometrics and Machine Learning at Aarhus University, it's been great to see how my educational skills can be used within power trading. Further, it's been really exciting to be part of building our US Power team and to contribute to our strong start in a new region and market. I really enjoy the challenges I get in this role, and I look forward to continuing my steep learning curve."*





# Our strategic growth platform

MFT Energy has built a strong platform and a successful business within power and gas trading by using deep market knowledge, data, and analytical tools. We are ready to execute our accelerated growth strategy in 2021 and to benefit further from the opportunities our existing and new markets offer. We will expand all our teams and build an even stronger position in our current markets as well as entering new ones, to the benefit of society and of MFT Energy's partners and employees.

| MFT Energy resources   |   |  | Growth strategy   |   | Value creation   |  |
|--|---|--|---|---|--|--|
| Common Ground  | People, knowledge, data and capital   |  | Global Presence   | Trends & Drivers  | Focus areas  | Contribution   |
| <p><b>Vision</b><br/>Together we build the most scalable global trading hub</p> <p><b>Mission</b><br/>To empower entrepreneurs to become the best</p> <p><b>Values</b><br/>Grit<br/>Hunger<br/>Unity</p> | <p><b>Platform</b><br/>Leadership<br/>Capital<br/>Market access<br/>Risk management<br/>Support<br/>Legal assistance<br/>IT</p> | <p><b>Power</b><br/>Intraday Trading<br/>CWE Trading<br/>UK Trading<br/>Nordic Trading<br/>East Europe Trading<br/>MFT US<br/>MFT ASIA</p> <p><b>Gas</b></p> | <p><b>Country offices</b><br/>Aarhus; HQ<br/>Istanbul<br/>Singapore</p> <p><b>Market position</b><br/>25 Markets (Europe, US)<br/>11 Exchanges (Europe, US)</p> | <p><b>Main volatility and market size drivers</b></p> <p>Growth in renewables</p> <p>Increasing demand for electricity worldwide</p> <p>Government decarbonization initiatives</p> <p>Deregularization and opening of new markets</p> | <p><b>Market penetration is the key priority</b></p> <p>Expand Power in Europe</p> <p>Growing our Gas team</p> <p>Expand in the US market</p> <p>Grow in Asia</p> <p>Stepping up on automation</p> | <p><b>Markets</b><br/>Effective markets and competitive prices</p> <p><b>Society</b><br/>Creation of jobs and tax contribution</p> <p><b>Financial</b><br/>Return to partners and shareholders</p> |





# Accelerating together

Our headline for 2021 and 2022 is Growing the Business by executing our accelerated growth strategy. We will expand all our teams as well as our market and international presence even further.

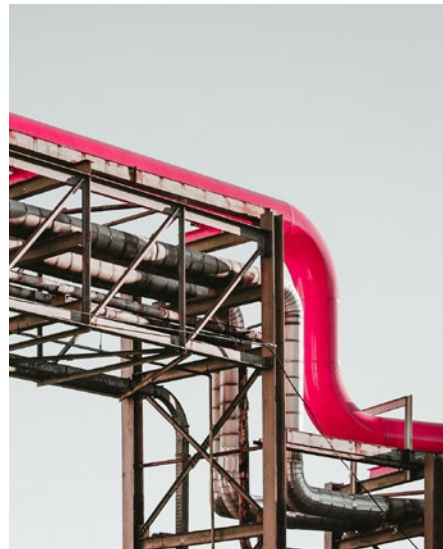


## Expand Power in Europe

We have a strong position in the European markets and see significant opportunities for further value creation by strengthening our position in many of them. One of our key priorities is to build even more in-depth knowledge of the opportunities in the respective markets and to use this knowledge to execute more trades and build more volume in our selected key markets. In early 2021, we added two more markets, Serbia and Montenegro, and we look forward to benefit from this further market positioning.

## Growing our gas team

Using our strong platform within gas, we aim to rapidly expand our trading activities and storage capacity and become an even stronger player in the European market. In early 2021, we added two more markets, the Czech Republic and Spain, and by the end of 2021, we expect to be licensed to handle physical gas in twelve markets.



## Expand on the US market

Our European trading platform and its best-in-class data and technology solutions for predicting power prices has been a perfect fit to start trading in the United States. We successfully established our trading presence in Texas and see a great potential for expanding significantly in the years to come, with a focus on increasing the number of trades and our traded volume.



## Grow in Asia

We opened our first Asian office in Singapore in the fall of 2020, and we have as a first step moved our night desk from Aarhus, Denmark to Singapore. Further, we have identified several promising growth opportunities and look forward to executing the first steps in our growth strategy for the region in 2021.



## Stepping up on automation

We will continue our investments in further automation to support the effectiveness and scalability of our platform and benefit further from our readiness to respond to changes and opportunities in the market.



# MFT Energy Power

## Ready for accelerating growth

MFT Energy Power has a strong footprint in Europe with trading activities in 25 markets and access to 11 exchanges in 2020. During the year, we expanded into the US market and in Singapore we opened our first office in Asia. All teams became stronger, and we increased our total number of employees within Power to 29.

# 14

TWh traded  
in 2020

# 29

employees by  
the end-2020

# 11

exchange  
accreditations

# 25

active trading  
markets



## MFT Energy Power

# Expanding and leveraging our power platform

Trading volumes increased significantly in 2020 making it a great year for MFT Energy Power, and with the platform in place, our teams are well positioned to expand and accelerate growth further in 2021.

Since the first trade within Power back in 2017, all teams have gradually built a stronger business by adding more markets, and significant investments have been made in systems, tools, and analysis.

We have reached our goals in building our base and lifted our platform to the next level, and at the same time increased our traded volume significantly, which led to very satisfying results.

Further, and based on our attractive and unique value proposition for partners and traders, our total team of traders within Power grew by almost 40% to 29.

### Expanding the platform to the US and Asia

Our European trading platform, and its best-in-class data and technology solutions to predicting power prices, has been a perfect fit to start trading in the US market. We successfully established our presence in the market and see a great potential in the years to come. We also opened our first Asian office in Singapore, which to begin with will operate our European night desk and gradually expand with cross-border trading in selected Asian markets.

### Well positioned to benefit from future power markets

Today, MFT Energy Power consists of seven highly-skilled teams: Intraday Trading, Central

Western Europe Trading, UK Trading, Nordic Trading, East Europe Trading, MFT US and MFT ASIA. In 2020, we traded in 25 markets and we have access to 11 exchanges. In early 2021, we added two more markets, Serbia and Montenegro, and we look forward to benefit from this further market positioning. Germany, UK, Italy, and Turkey are our main markets.

The power teams have 24/7 market surveillance, working with both financial and physical settlements.

The increased share of renewables in our generation mix has led to more volatile power prices, making capabilities to predict weather changes, imbalances in the market and thereby price fluctuations even more important. Our investments in our platform have made us very well positioned for these increasing market challenges and opportunities.

### Market developments

In 2020, we repeatedly saw how volatile the power markets have become, driven by the structural changes in the power markets and the generation mix. The COVID-19 pandemic also created an unprecedented event for power prices that dropped considerably in the beginning of the year only to rebound again. All in all, the power markets were characterized by high volatility, significant imbalances, and good opportunities for trading.

### Expectations for 2021

The events of 2020 proved the strength of our business model and platform, and we have kicked-off our strategy for accelerating growth in 2021, including further international expansion, more markets, and more colleagues.



The strength of our power teams lies in their ability to understand and utilize volatilities in power prices. This means that the teams can perform their operation successfully whether the prices move up or down.

– Bo Palmgren, COO & Partner



# MFT Energy Gas

Our platform is in place and ready for strong growth

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MFT Energy Gas is a new player in the European gas market. In record time, the team has grown from 2 to 8 employees, with trading on 4 exchanges and activities within 8 European markets in 2020.

62

TWh traded  
in 2020

8

employees by  
the end-2020

4

exchange  
accreditations

8

active trading  
markets

## MFT Energy Gas

# Unfolding great trading opportunities

High volatility defined the gas markets in 2020 and created many trading opportunities. The gas market consistently evolves, and we see significant opportunities for further growth in 2021 and the coming years.

MFT Energy Gas was established in 2019 and during 2020 we increased the team from 2 to 8 full-time employees and at the same time we realized amazing results especially within physical gas.

Building the base and establishing the platform was a key priority in 2020, and we have already proved how strong a commercial trading setup and risk management framework we have in place. Further, we are enormously proud of the team we managed to establish and our combined skills. The possibilities we

can offer through our partner and business model makes us an attractive opportunity for talented traders.

### Growing market access

MFT Energy Gas has a 24/7 market surveillance, and trades can be settled both physically and financially. The team has so far primarily been focusing on short-term physical trading, but one of the highlights in 2020 was the expansion within gas storage, which improves the ability to take advantage of imbalances

in the market. Establishing larger gas storage capacities will be a key priority in 2021 too.

Trading activities were started out in Germany and Holland and six more markets were added in Europe in 2020: Austria, France, Switzerland, Italy, Denmark, and Belgium. In early 2021, we added two more markets, the Czech Republic and Spain, and by the end of 2021, we expect to be licensed to handle physical gas in twelve markets.

The four exchanges where MFT Energy Gas is active are EEX in Germany, OTE in the Czech Republic, GME in Italy and ICE in Holland.

### Market development

In 2020, the gas market was characterized by mild weather, and weak demand resulting from the COVID-19 pandemic led to oversupply, filled storages and pressure on prices.

Price trends also affected the Liquefied Natural Gas (LNG) market, which turned into a fight with Asia for the final LNG cargo. The high volatility created trading opportunities and a need for supply chain optimization - a operational sweet spot for MFT Energy Gas.

### Expectations for 2021

Using our strong platform, we aim to rapidly expand our trading activities and storage capacity and become an even stronger player in the European market.



The MFT Energy Gas team has a profound market knowledge, trading competencies and solid experience in hedging and risk management, which led to great results for 2020.

– David Cater  
Director of Gas Trading & Partner



## VALUE #2

# Hunger

Hunger, and staying hungry, is a critical component of our ability to build and improve MFT Energy.

Combining ambition, passion and energy, hunger conquers the fear of failure and helps us to take on more responsibilities. We are successful entrepreneurs, fuelled by hunger, continually driven to raise our game.





# Financial highlights and key ratios

| TEUR   | GROUP   |         |        |
|--|---------|---------|--------|
|  | 2020    | 2019    | 2018   |
| <b>Income statement</b>                                    |         |         |        |
| Revenue  | 460,852 | 115,960 | 53,729 |
| Gross profit   | 11,694  | 3,877   | 2,992  |
| Profit before financial income and expenses and tax (EBIT) | 7,839   | 2,221   | 2,325  |
| Net financials   | -760    | -256    | -193   |
| Profit before tax (EBT)                                    | 7,079   | 1,965   | 2,131  |
| Profit for the year  | 5,527   | 1,525   | 1,850  |
| <b>Balance sheet</b>                                       |         |         |        |
| Balance sheet total  | 32,567  | 11,043  | 6,518  |
| Equity   | 9,583   | 3,925   | 2,332  |
| Cash at bank and in hand                                   | 14,239  | 3,382   | 4,434  |
| <b>Cash flows</b>  |         |         |        |
| Cash flows from operating activities                       | 5,500   | -2,705  | 2,733  |
| Cash flows from investing activities                       | -399    | -140    | -35    |
| - including investment in property, plant and equipment    | -82     | -62     | 7      |
| Cash flows from financing activities                       | 5,756   | 1,794   | -550   |
| Change in cash and cash equivalents for the year           | 10,857  | -1,051  | 2,148  |
| Number of employees  | 34      | 22      | 9      |

| TEUR              | GROUP |       |        |
|-------------------|-------|-------|--------|
|                   | 2020  | 2019  | 2018   |
| <b>Key ratios</b> |       |       |        |
| Gross margin      | 2.5%  | 3.3%  | 5.6%   |
| EBIT margin       | 1.7%  | 1.9%  | 4.3%   |
| Equity ratio      | 29.4% | 35.5% | 35.8%  |
| Return on equity  | 81.8% | 48.7% | 110.0% |



# Financial performance 2020

Our 2020 results mark yet another year of solid growth. Revenue grew by 297% to EUR 461m, while EBIT was up by 253% to EUR 7.8m. The performance was driven by a significant increase in our traded volumes for both our power and gas teams.

## Surge in revenue

MFT Energy posted 2020 revenue of EUR 461m, a 297% improvement over 2019 that was driven by a combination of a significant increase in traded volumes by both the power teams as well as our expanded gas team and its activities in the second half of 2020. High volatility characterized the markets in 2020, creating good trading conditions.

Gross profit in 2020 amounted to EUR 11.7m, a 202% improvement over 2019. The gross margin was 2.5%, down from 3.3% in 2019. A change in business mix explains the margin development as gas trading was characterized by higher volumes and lower margins.

## Significant EBIT growth

EBIT amounted to EUR 7.8m in 2020, a 253% improvement over 2019. The EBIT margin was 1.7%, down from 1.9% in 2019. More importantly, scalability (EBIT as a percentage of gross profit) increased to 67% in 2020 compared to 57% in 2019. The strong performance is in line with MFT Energy's focus on operational efficiency.

Staff expenses increased to EUR 3.8m in 2020 from EUR 1.6m in 2019. MFT Energy welcomed 27 new colleagues during 2020, strengthening both the power and gas teams as well as the support functions. The total number of employees almost doubled during the year to 55 employees, including full and part time positions.

Net financial costs in 2020 were EUR 0.8m, up from EUR 0.3m in 2019. The increase was primarily due to a higher interest-bearing debt to credit institutions.

## Solid pre-tax profit

MFT Energy achieved pre-tax profit (EBT) of EUR 7.1m compared to EUR 2.0m in 2019, a 260% increase. Tax on the profit for the year totaled EUR 1.6m corresponding to an effective tax rate of 21.9%. Profit for the year was EUR 5.5m, a 262% improvement from EUR 1.5m in 2019.

## Strong cash position

Cash flow from operating activities before financial income and expenses totaled EUR 6.7m in 2020, compared to an outflow of EUR 2.2m in 2019. The strong cash generation was positively impacted by the higher EBIT. The free cash flow was EUR 5.8m in 2020, which was a significant improvement from a EUR 2.5m outflow in 2019.

Cash flow from investing activities was an outflow of EUR 0.4m against an outflow of EUR 0.1m in 2019. Our investments in fixed assets relate



We invested significantly in our people, our platform, and international expansion during 2020, while also generating strong growth in our operating performance by delivering EBIT of EUR 7.8m, a 253% improvement over 2019.

– Danny Rasmussen  
Director & Partner, Finance





to the expansion of our head office in Denmark. Cash flow from financing activities was an inflow of EUR 5.8m compared to an inflow of EUR 1.8m in 2019, primarily due to an increase in loans from credit institutions of EUR 5.4m. Accordingly, the total change in cash and cash equivalents was an inflow of EUR 10.9m in 2020.

### Solid capital structure

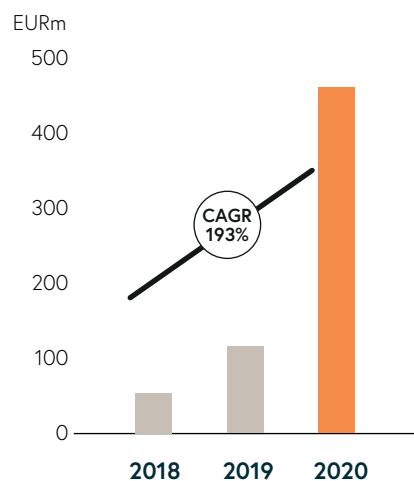
End of 2020, total assets amounted to EUR 32.6m, an increase of 195% compared to 2019. The increase was mainly driven by an increase in receivables to EUR 17.3m from EUR 7.5m in 2019, and cash at bank and in hand amounted to EUR 14.2m, up from EUR 3.4m in 2019.

At December 31, 2020, MFT Energy had equity of EUR 9.6m, a 144% increase over December 31, 2019. The increase was mainly driven by the realized profit for the year. The return on equity increased sharply in 2020, to 81.8% from 48.7% in 2019.

### Uncertainty in measurement and recognition

Except for as described in note 10, no material uncertainty on recognition and measurement has been identified.

### Revenue, 2018 - 2020

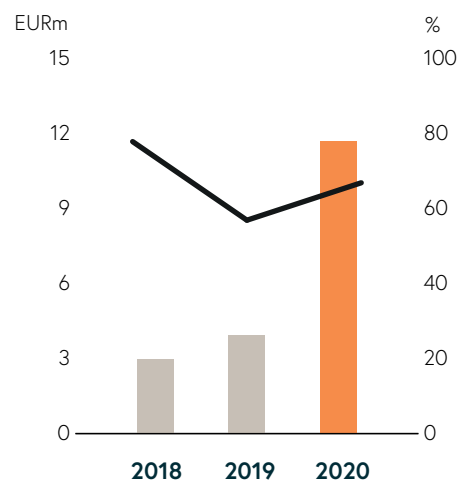


■ Revenue  
— CAGR: Compound Annual Growth Rate

### Outlook for 2021

MFT Energy plans to expand its business and trading activities further in 2021 by expanding its current power and gas teams as well as its international presence.

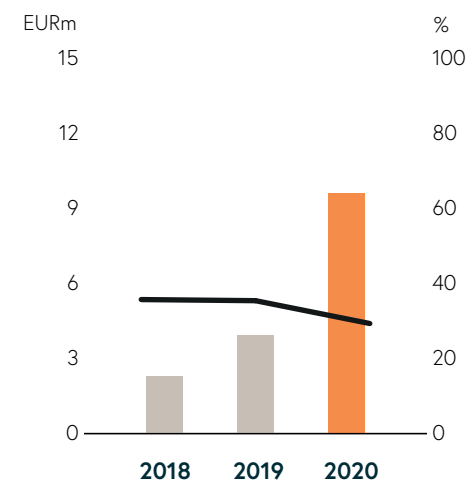
### Gross profit and scalability, 2018 - 2020



■ Gross profit  
— Scalability (EBIT as a percentage of gross profit)

The profit before financial income and expenses and tax (EBIT) for 2021 is expected to be EUR 10m.

### Equity and equity ratio, 2018 - 2020



■ Equity  
— Equity ratio

### Events after the balance sheet date

No events have occurred since the balance sheet date which could materially affect MFT Energy's financial position.

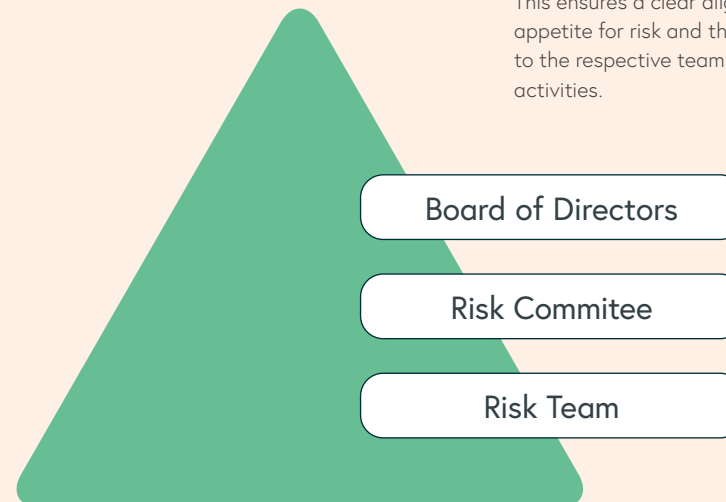


# Risk management is a cornerstone

Risk management is a cornerstone in MFT Energy's day-to-day operations and the execution of our growth strategy. Risk management supports the entire operation and ensures a responsible approach to our activities and the implementation of new growth initiatives.

Markets are changing at a faster pace than ever, which requires an increasing level of flexibility and readiness for change. In this environment, MFT Energy's risk management is a key driver in supporting our day-to-day decisions, our business development and the execution of our growth strategy.

2020 has been a year highly influenced by the COVID-19 pandemic causing volatile markets, a sharp increase in trading volumes and a new organizational setup. Since March 2020, all MFT Energy's employees have been working from home or in smaller units, stress testing the risk management process, which passed seamlessly. The risk management team was strengthened further in 2020, as we added expertise within market and liquidity risk.



Given the market opportunities MFT Energy faces and the significant volatility in power and gas prices, the overall objective of the risk management framework is to support a controlled and value-creating performance and growth. Only calculated risks that lie within the overall business strategy and within approved risk mandates are accepted, and through a systematic approach all trading activities are monitored and aligned with specific policies in all key areas.

This ensures a clear alignment of MFT Energy's appetite for risk and the allocated mandates to the respective teams and their trading activities.



Only calculated risks that lie within the overall business strategy are accepted, and through a systematic approach all trading activities are monitored and aligned with specific policies.

– Lasse Riis Andersen  
Director & Partner, Risk Management



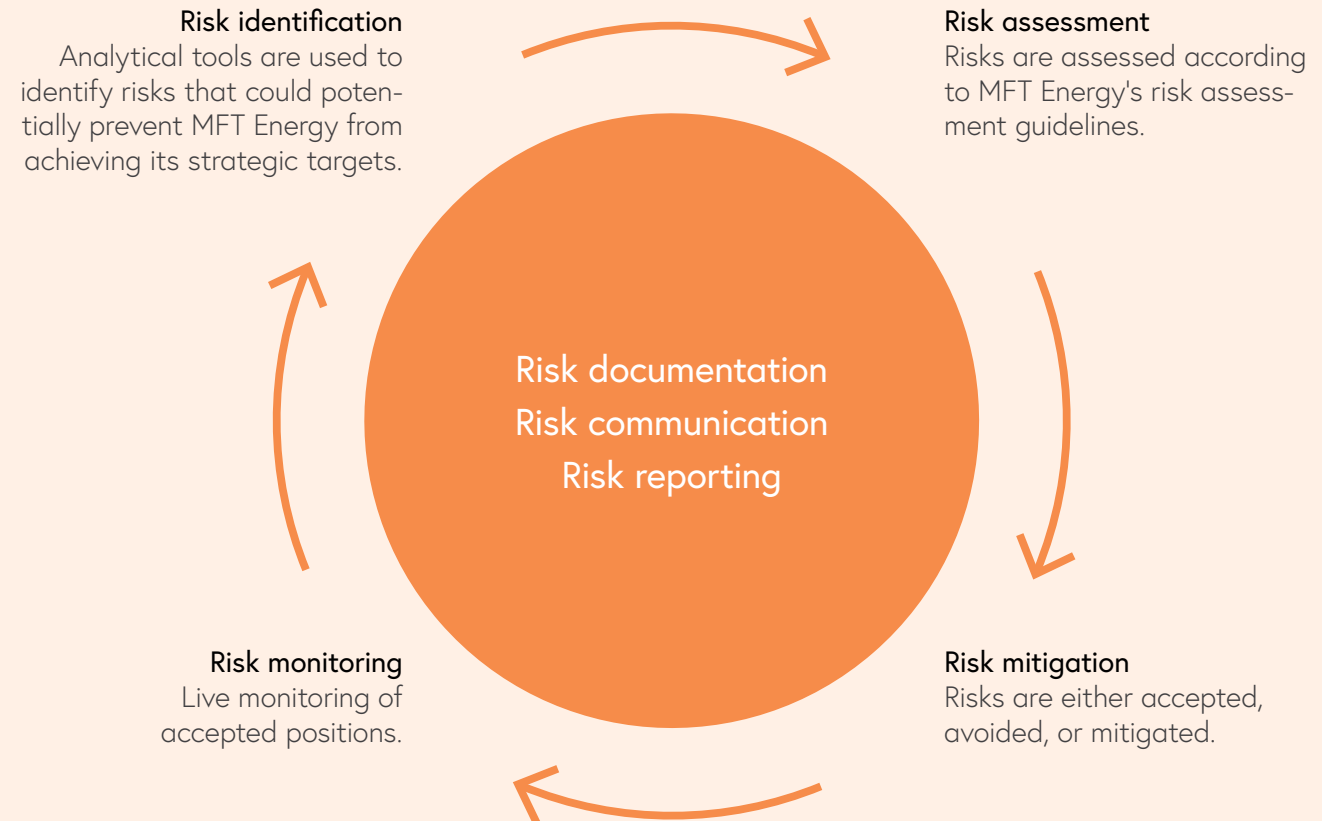
## Risk Governance

The overall risk appetite at MFT Energy is determined by the Board of Directors. The Board of Directors also ensures that the commercial activities are conducted in a financially responsible manner and that obvious risks are mitigated. Further, the Board of Directors has a duty to ensure that the risk appetite is aligned with the instructions, and that a clear mandate is communicated to the CEO of the company.

The CEO charges the Risk Committee with the responsibility of ensuring the level of risk is within the approved limits. The Risk Committee has the sole mandate to approve implementation of measures associated with increased risk. The Risk Committee makes its decisions based on the information provided by the Risk Team. In addition to making information available to the Risk Committee, the Risk Team monitors the approved mandates and implements the mitigating actions approved.

Responsibility for the day-to-day risk management activities lies with the Risk Team in close cooperation with all managerial levels, securing risk identification, assessment, mitigation and monitoring.

Risk is live monitored on an ongoing basis, and data-driven risk management was a focus area in 2020. The company has implemented a new risk management framework with valuation of all trades with future delivery and a risk metric in the form of Value-At-Risk. This provides a clear overall view of how market risk evolves and shows how the different trades have correlated in the past. All of this is reported and monitored daily by the Risk Team.





# Key risk categories

MFT Energy is exposed to a range of risk factors, which are assessed on probability of occurrence and potential damage, followed by appropriate risk mitigation measures based on MFT Energy's risk tolerance.

1. Market risk
2. Liquidity risk
3. Organizational risk
4. Operational and IT risk
5. Regulatory risk
6. Counterpart risk

## 1 Market Risk

Every executed position at MFT Energy is exposed to price changes before settlement. MFT Energy defines market risk as the risk that the value of positions changes because of changing market prices, and volatility in power and gas price is therefore constantly monitored and assessed by the Risk Team. Accordingly, market risk arises from price volatility, driven by the constant fluctuations and imbalances in the power and gas markets, as well as changes in foreign exchange rates.

### Mitigation

The risk limits at MFT Energy are determined by the risk tolerance set out in the overall risk strategy, and the different mandates are kept within those limits. This ensures a clear and constant knowledge of the total risk profile within the group. All positions are monitored as a second line of defence and MFT Energy operates several warning levels and stop-loss limits to ensure timely action.

All mandates across all teams are regularly reassessed and updated to comply with the overall risk strategy and the changing market conditions.

MFT Energy's currency exposure is monitored and measured constantly, and since exposure to currency fluctuations is not part of the core business, this exposure is hedged by the treasury team on an ongoing basis. The currency risk is therefore seen as relatively low.

## 2 Liquidity Risk

A key business target for MFT Energy is to maintain financial stability. Several measures and procedures are implemented as part of the daily operations to ensure a solid capital structure and a sound level of working capital at all times.

### Mitigation

The cash flow from operations, cash reserves and unutilized credit facilities are the key aspects in maintaining a stable and adequate level of liquidity. MFT Energy measures its overall liquidity position constantly and as part of the liquidity and cash management framework several different operating scenarios and cash flow outcomes are routinely simulated through various stress tests.

Strategic and operating thresholds as well as buffers for the level of liquidity are implemented and in case the liquidity levels differ from these targets, several specific procedures and initiatives ensure that the liquidity levels are immediately brought back to the approved levels. This approach ensures that MFT Energy is strongly positioned to manage liquidity reserves and to withstand very significant market movements.



### 3 Organizational Risk

Organizational risk relates to the risk of losing expertise and key employees. MFT Energy has employees with very specific areas of expertise and skills, which makes the company vulnerable to employees resigning.

#### Mitigation

The essence of MFT Energy's business and partner model is to attract and retain talented employees by offering partnerships and attractive incentive schemes as well as competence and leadership development. In addition, we have a corporate culture that supports a positive and respectful working environment with unity and team spirit, which also mitigates the organizational risk.

### 4 Operational and IT Risk

Operational risk relates to the risk of economic loss because of system or human errors, including unsuitable internal procedures.

#### Mitigation

Throughout 2020, MFT Energy continued its efforts to develop and implement internal procedures and systems to mitigate potential risks. The process of automating procedures and tasks will continue in 2021 to further minimize the risk of human error.

The suitability and potential risks of the existing IT infrastructure, systems and external partner setup is evaluated on a regular basis and adjustments as well as upgrades are continuously implemented to mitigate potential risks.

### 5 Regulatory Risk

Energy markets are highly regulated and have been exposed to several significant new regulations in recent years. The ongoing structural changes in the energy markets may drive further new regulation. Accordingly, regulatory risk is the risk of MFT Energy not being able to comply with laws, standards or regulations related to our activities, and regulatory risk could have a financial, reputational, or organizational impact.

#### Mitigation

During 2020, further efforts were made to update procedures and systems for regulatory reporting in order to ensure compliance with the Regulation of Energy Markets. The compliance reporting will be further developed in 2021 and presented to the Executive Leadership Team, Risk Team and Board of Directors on a regular basis. This will ensure that MFT Energy is up to date on compliance risks while also providing a solid basis for new initiatives and high ethical and regulatory standards within MFT Energy.

As part of MFT Energy's further internationalization and expansion of new activities, a number of new procedures were implemented in 2020 to prevent criminal events and minimize the risk of fraud and money laundering.

### 6 Counterpart Risk

Counterpart risk is the risk of financial loss due to a counterpart failing to meet its financial obligations.

#### Mitigation

MFT Energy's counterparts can be divided into three main categories: 1) Transmission System Operators (TSO), which are large state-owned operators of the national high voltage grids, 2) exchanges and clearing banks, which operate according to a highly regulated and monitored standardized framework for power and gas trading, and 3) large energy and utility companies, which produce and supply companies and consumers with power and gas.

The counterparts are therefore either financially very strong due to their ownership structure as state-owned companies or highly regulated because they operate in compliance with well-proven and monitored systems.

MFT Energy's counterpart policy clearly sets out the exposure limits to be observed. To date, we have not incurred any losses due to counterpart risks and the risk is evaluated as relatively low.



# MFT Energy's Executive Leadership

In 2020, the Executive Leadership Team was strengthened further and expanded from five to six members. Torben Nordal Clausen was appointed CEO in May and the founder Simon Fisker Rathjen was elected as Chairman of the Board of Directors.

The Board of Directors (4 members) is responsible for defining the overall strategic direction of MFT Energy. A new strategy plan was initiated in 2020 with the focus on Building the Base in 2020 and Growing the Business in the following two years in preparation for an IPO in 2023. The Executive Leadership Team (6 members), together with the respective Partners and team leaders, is responsible for initiating and executing the growth initiatives and for MFT Energy's day-to-day operations.

The prime focus for the entire leadership team and for a large part of the organization was twofold in 2020: 1) Building the Base and 2) Executing on business development and selected growth initiatives. This has required a tremendous effort from everyone in the organization and the results have been outstanding. We have now initiated the growth part of the strategy plan, which is progressing as planned and looks very promising for our results and performance in 2021.

## **Living our Vision and Values**

On the Executive Leadership Team, we see it as one of our most important tasks to deliver on our Vision and on our Values. To create the best possible conditions and opportunities for our employees is on our daily agenda, and based on our 2020 results, we are quite confident that we will reach our targets and common goals together.

**In 2021, we will invest in and prepare for an even stronger corporate governance structure, and with the base in place, our strategic growth plan will be fully initiated.**

Simon Fisker Rathjen,  
Chairman of the Board of Directors



1

**Simon Fisker Rathjen,  
CVO & PARTNER**

Simon Fisker Rathjen is Founding Partner and Chief Visionary Officer. He is a Danish citizen and born in 1986. Simon holds a Bachelor of Science in Financial Planning and has 11 years of energy trading experience.

Simon Fisker Rathjen is the Chairman of the Board of Directors of MFT Energy A/S.

2

**Jacob Vald Guldberg,  
CIO & PARTNER**

Jacob Vald Guldberg is Partner and Chief Information Officer, a position he has held since he joined the company in 2018. He is a Danish citizen and born in 1985. Jacob holds a Bachelor of Science, IT and Product Design and has 11 years of IT and leadership experience.

3

**Torben Nordal Clausen,  
CEO & PARTNER**

Torben Nordal Clausen is Partner and Chief Executive Officer. Torben was elected to MFT Energy's Board of Directors in 2018 and took over the position as CEO in May 2020. Torben is a Danish citizen, born in 1969 and holds an MBA from Henley Business School. Torben has more than 25 years of management experience.

Torben Nordal Clausen is a Board Member of MFT Energy A/S.

4

**Cagdas Ozan Ates,  
CCO & PARTNER**

Cagdas Ozan Ates is Partner and Chief Commercial Officer, a position he has held since he joined the company in 2018. He is a Danish citizen and born in 1978. Cagdas holds an M.Sc. in Finance and International Business and has 17 years of leadership and energy trading experience.

Cagdas Ozan Ates is a Board Member of MFT Energy A/S.

5

**Bo Palmgren,  
COO & PARTNER**

Bo Palmgren is Partner and Chief Operating Officer, a position he has held since he joined the company in 2019. He is a Danish citizen and born in 1982. Bo holds an M.Sc. in Finance and International Business and has 14 years of energy trading and leadership experience.

6

**Lars Kristensen,  
CRO & PARTNER**

Lars Kristensen is Partner and Chief Risk Officer, a position he has held since March 2020. Lars joined the company in 2017. He is a Danish citizen and born in 1981. Lars holds an M.Sc. in Economics and has 12 years of energy trading experience.

Lars Kristensen is a Board Member of MFT Energy A/S.



## VALUE #3

# Unity

Unity ensures that MFT Energy operates with unbroken integrity in a condition of harmony and accord.

Our highly-collaborative working environment encourages us to perform at top levels and creates sense of solidarity and loyalty. We work best together when a sense of fairness is in play, while shared objectives help us understand the contributions our efforts have on the success of the business.





# Financial statements

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## Income Statement January 1 - December 31

| TEUR   | Note | GROUP          |                | PARENT         |                |
|--|------|----------------|----------------|----------------|----------------|
|  |      | 2020           | 2019           | 2020           | 2019           |
| <b>Revenue</b>   |      | <b>460,852</b> | <b>115,960</b> | <b>460,436</b> | <b>113,188</b> |
| Other operating income   |      | 0              | 514            | 5,174          | 514            |
| Cost of sales  |      | -447,444       | -111,902       | -447,330       | -111,902       |
| Other external expenses  |      | -1,714         | -695           | -1,576         | -695           |
| <b>Gross profit</b>  |      | <b>11,694</b>  | <b>3,877</b>   | <b>16,704</b>  | <b>1,105</b>   |
| Staff expenses   | 1    | -3,818         | -1,635         | -1,264         | -661           |
| Depreciation, amortization and impairment of intangible assets and property, plant and equipment |      | -37            | -21            | -35            | -21            |
| Other operating expenses   |      | 0              | 0              | -15,941        | 0              |
| <b>Profit before financial income and expenses and tax (EBIT)</b>                                |      | <b>7,839</b>   | <b>2,221</b>   | <b>-536</b>    | <b>423</b>     |
| Income from investments in subsidiaries  |      | 0              | 0              | 5,619          | 1,202          |
| Financial income   | 2    | 484            | 0              | 310            | 0              |
| Financial expenses   | 3    | -1,244         | -256           | -944           | -253           |
| <b>Profit before tax (EBT)</b>   |      | <b>7,079</b>   | <b>1,965</b>   | <b>4,449</b>   | <b>1,372</b>   |
| Tax on profit for the year   | 4    | -1,552         | -440           | 256            | 70             |
| <b>Profit for the year</b>   |      | <b>5,527</b>   | <b>1,525</b>   | <b>4,705</b>   | <b>1,442</b>   |



## Balance Sheet December 31

| TEUR   | Note     | GROUP         |               | PARENT        |               |
|--|----------|---------------|---------------|---------------|---------------|
|  |          | 2020          | 2019          | 2020          | 2019          |
| <b>ASSETS</b>                                    |          |               |               |               |               |
| Acquired licenses                                |          | 47            | 73            | 3             | 5             |
| <b>Intangible assets</b>                         | <b>5</b> | <b>47</b>     | <b>73</b>     | <b>3</b>      | <b>5</b>      |
| Other fixtures and fittings, tools and equipment |          | 81            | 43            | 81            | 43            |
| Leasehold improvements                           |          | 17            | 8             | 16            | 8             |
| <b>Property, plant and equipment</b>             | <b>6</b> | <b>98</b>     | <b>51</b>     | <b>97</b>     | <b>51</b>     |
| Investments in subsidiaries                      | 7        | 0             | 0             | 7,358         | 1,873         |
| Deposits   | 8        | 255           | 30            | 135           | 28            |
| Other receivables                                | 8        | 92            | 0             | 92            | 0             |
| <b>Fixed asset investments</b>                   |          | <b>347</b>    | <b>30</b>     | <b>7,585</b>  | <b>1,901</b>  |
| <b>Fixed assets</b>                              |          | <b>492</b>    | <b>154</b>    | <b>7,685</b>  | <b>1,957</b>  |
| <b>Inventories</b>                               | <b>9</b> | <b>530</b>    | <b>0</b>      | <b>530</b>    | <b>0</b>      |
| Trade receivables                                |          | 9,082         | 4,402         | 7,709         | 3,712         |
| Receivables from group enterprises               |          | 250           | 171           | 2,167         | 894           |
| Claim for payment of company capital             |          | 50            | 50            | 50            | 50            |
| Other receivables                                | 10       | 7,443         | 2,753         | 6,102         | 2,712         |
| Deferred tax asset                               | 14       | 0             | 0             | 0             | 0             |
| Corporation tax                                  |          | 0             | 0             | 325           | 70            |
| Prepayments                                      | 11       | 481           | 131           | 163           | 101           |
| <b>Receivables</b>                               |          | <b>17,306</b> | <b>7,507</b>  | <b>16,516</b> | <b>7,539</b>  |
| <b>Cash at bank and in hand</b>                  |          | <b>14,239</b> | <b>3,382</b>  | <b>13,443</b> | <b>3,127</b>  |
| <b>Currents assets</b>                           |          | <b>32,075</b> | <b>10,889</b> | <b>30,489</b> | <b>10,666</b> |
| <b>Assets</b>                                    |          | <b>32,567</b> | <b>11,043</b> | <b>38,174</b> | <b>12,623</b> |

| TEUR   | Note      | GROUP         |               | PARENT        |               |
|--|-----------|---------------|---------------|---------------|---------------|
|  |           | 2020          | 2019          | 2020          | 2019          |
| <b>LIABILITIES AND EQUITY</b>                                    |           |               |               |               |               |
| Share capital  | 12        | 67            | 67            | 67            | 67            |
| Reserve for unpaid share capital and share premium               |           | 50            | 50            | 50            | 50            |
| Reserve for net revaluation under the equity method              |           | 0             | 0             | 1,728         | 1,332         |
| Retained earnings  |           | 8,327         | 3,672         | 6,599         | 2,340         |
| Proposed dividend for the year                                   |           | 50            | 0             | 50            | 0             |
| <b>Equity attributable to shareholders of the Parent Company</b> |           | <b>8,494</b>  | <b>3,789</b>  | <b>8,494</b>  | <b>3,789</b>  |
| Minority interests   |           | 1,089         | 136           | 0             | 0             |
| <b>Equity</b>  |           | <b>9,583</b>  | <b>3,925</b>  | <b>8,494</b>  | <b>3,789</b>  |
| Credit institutions  |           | 6,049         | 803           | 6,049         | 803           |
| Other payables   |           | 1,830         | 2,384         | 1,630         | 2,192         |
| <b>Long-term debt</b>  | <b>15</b> | <b>7,879</b>  | <b>3,187</b>  | <b>7,679</b>  | <b>2,995</b>  |
| Credit institutions  | 15        | 181           | 12            | 181           | 12            |
| Trade payables   |           | 9,653         | 2,966         | 8,353         | 2,430         |
| Payables to group enterprises                                    |           | 0             | 0             | 11,521        | 3,330         |
| Corporation tax  |           | 1,994         | 487           | 0             | 0             |
| Other payables   | 15        | 3,277         | 466           | 1,946         | 67            |
| <b>Short-term debt</b>   |           | <b>15,105</b> | <b>3,931</b>  | <b>22,001</b> | <b>5,839</b>  |
| <b>Debt</b>  |           | <b>22,984</b> | <b>7,118</b>  | <b>29,680</b> | <b>8,834</b>  |
| <b>Liabilities and equity</b>                                    |           | <b>32,567</b> | <b>11,043</b> | <b>38,174</b> | <b>12,623</b> |
| Distribution of profit   | 13        |               |               |               |               |
| Contingent assets, liabilities and other financial obligations   | 18        |               |               |               |               |
| Related parties  | 19        |               |               |               |               |



## Statement of Changes in Equity

### GROUP

| TEUR                               | Share capital | Reserve for unpaid share capital and share premium | Reserve for net revaluation under the equity method | Retained earnings | Proposed dividend for the year | Equity excl. minority interests | Minority interests | Total        |
|------------------------------------|---------------|--|---|-------------------|--------------------------------|---------------------------------|--------------------|--------------|
| Equity at January 1, 2020          | 67            | 50   | 0   | 3,672             | 0                              | 3,789                           | 136                | 3,925        |
| Ordinary dividend paid             | 0             | 0  | 0   | 0                 | 0                              | 0                               | -22                | -22          |
| Other equity movements             | 0             | 0  | 0   | 0                 | 0                              | 0                               | 153                | 153          |
| Profit for the year                | 0             | 0  | 0   | 4,655             | 50                             | 4,705                           | 822                | 5,527        |
| <b>Equity at December 31, 2020</b> | <b>67</b>     | <b>50</b>  | <b>0</b>  | <b>8,327</b>      | <b>50</b>                      | <b>8,494</b>                    | <b>1,089</b>       | <b>9,583</b> |

### PARENT

| TEUR                               | Share capital | Reserve for unpaid share capital and share premium | Reserve for net revaluation under the equity method | Retained earnings | Proposed dividend for the year | Equity excl. minority interests | Minority interests | Total        |
|------------------------------------|---------------|--|---|-------------------|--------------------------------|---------------------------------|--------------------|--------------|
| Equity at January 1, 2020          | 67            | 50   | 1,332   | 2,340             | 0                              | 3,789                           | 0                  | 3,789        |
| Profit for the year                | 0             | 0  | 396   | 4,259             | 50                             | 4,705                           | 0                  | 4,705        |
| <b>Equity at December 31, 2020</b> | <b>67</b>     | <b>50</b>  | <b>1,728</b>  | <b>6,599</b>      | <b>50</b>                      | <b>8,494</b>                    | <b>0</b>           | <b>8,494</b> |



## Cash Flow Statement January 1 - December 31

| TEUR   | Note | GROUP        |               |
|--|------|--------------|---------------|
|  |      | 2020         | 2019          |
| Profit for the year  |      | 5,527        | 1,525         |
| Adjustments  | 16   | 2,475        | 717           |
| Change in working capital  | 17   | -1,300       | -4,457        |
| <b>Cash flows from operating activities before financial income and expenses</b> |      | <b>6,702</b> | <b>-2,215</b> |
| Financial income   |      | 484          | 0             |
| Financial expenses   |      | -1,244       | -255          |
| <b>Cash flows from ordinary activities</b>                                       |      | <b>5,942</b> | <b>-2,470</b> |
| Corporation tax paid   |      | -442         | -235          |
| <b>Cash flows from operating activities</b>                                      |      | <b>5,500</b> | <b>-2,705</b> |
| Purchase of intangible assets  |      | 0            | -76           |
| Purchase of property, plant and equipment  |      | -82          | -62           |
| Fixed asset investments made etc   |      | -317         | -2            |
| <b>Cash flows from investing activities</b>                                      |      | <b>-399</b>  | <b>-140</b>   |

| TEUR  | Note | GROUP         |               |
|---|------|---------------|---------------|
|   |      | 2020          | 2019          |
| Raising of loans from credit institutions           |      | 5,415         | 1,794         |
| Raising of loans from group enterprises             |      | 363           | 0             |
| Dividend paid                                       |      | -22           | 0             |
| <b>Cash flows from financing activities</b>         |      | <b>5,756</b>  | <b>1,794</b>  |
| <b>Change in cash and cash equivalents</b>          |      | <b>10,857</b> | <b>-1,051</b> |
| Cash and cash equivalents at January 1              |      | 3,382         | 4,433         |
| <b>Cash and cash equivalents at December 31</b>     |      | <b>14,239</b> | <b>3,382</b>  |
| Cash and cash equivalents are specified as follows: |      |               |               |
| Cash at bank and in hand                            |      | 14,239        | 3,382         |
| <b>Cash and cash equivalents at December 31</b>     |      | <b>14,239</b> | <b>3,382</b>  |



## Notes to the Financial Statements

| TEUR   | GROUP        |              | PARENT       |            |
|--|--------------|--------------|--------------|------------|
|  | 2020         | 2019         | 2020         | 2019       |
| <b>1 Staff expenses</b>                              |              |              |              |            |
| Wages and salaries                                   | 3,615        | 1,544        | 1,187        | 617        |
| Pensions   | 169          | 81           | 70           | 40         |
| Other social security expenses                       | 34           | 10           | 7            | 4          |
|  | <b>3,818</b> | <b>1,635</b> | <b>1,264</b> | <b>661</b> |
| <b>Including remuneration to the Executive Board</b> | <b>381</b>   | <b>354</b>   |              |            |
| <b>Average number of employees</b>                   | <b>34</b>    | <b>22</b>    | <b>16</b>    | <b>10</b>  |

The incentive scheme offered to selected employees includes an option for new subscription, in the 12-month period following January 1, 2026, of shares of up to 1% of the present share capital at a price calculated as 609.6 per subscribed share. A total of 1,286 warrants were granted during the year, which is also the outstanding number as of December 31, 2020.

Incentive programmes are not recognized in the Financial Statements.

| TEUR                                     | GROUP        |            | PARENT      |            |
|--|--------------|------------|-------------|------------|
|  | 2020         | 2019       | 2020        | 2019       |
| <b>2 Financial income</b>                |              |            |             |            |
| Interest received from group enterprises | 0            | 0          | 141         | 0          |
| Other financial income                   | 69           | 0          | 69          | 0          |
| Exchange gains                           | 415          | 0          | 100         | 0          |
|  | <b>484</b>   | <b>0</b>   | <b>310</b>  | <b>0</b>   |
| <b>3 Financial expenses</b>              |              |            |             |            |
| Other financial expenses                 | 729          | 248        | 713         | 245        |
| Exchange loss                            | 515          | 8          | 231         | 8          |
|  | <b>1,244</b> | <b>256</b> | <b>944</b>  | <b>253</b> |
| <b>4 Tax on profit for the year</b>      |              |            |             |            |
| Current tax for the year                 | 1,552        | 440        | -256        | -70        |
| Deferred tax for the year                | 0            | 0          | 0           | 0          |
|  | <b>1,552</b> | <b>440</b> | <b>-256</b> | <b>-70</b> |



## Notes to the Financial Statements

|   | GROUP                    |
|---|--------------------------|
| <b>TEUR</b>   | <b>Acquired licenses</b> |
| <b>5 Intangible assets</b>                              |                          |
| Cost at January 1, 2020                                 | 77                       |
| Cost at December 31, 2020                               | 77                       |
| Impairment losses and amortization at January 1, 2020   | 4                        |
| Amortization for the year                               | 26                       |
| Impairment losses and amortization at December 31, 2020 | 30                       |
| <b>Carrying amount at December 31, 2020</b>             | <b>47</b>                |

|   | GROUP   |                               |
|---|---|-------------------------------|
| <b>TEUR</b>   | <b>Other fixtures and fittings, tools and equipment</b> | <b>Leasehold improvements</b> |
| <b>6 Property, plant and equipment</b>                  |   |                               |
| Cost at January 1, 2020                                 | 72  | 10                            |
| Additions for the year                                  | 69  | 10                            |
| Cost at December 31, 2020                               | 141   | 20                            |
| Impairment losses and depreciation at January 1, 2020   | 29  | 1                             |
| Depreciation for the year                               | 31  | 2                             |
| Impairment losses and depreciation at December 31, 2020 | 60  | 3                             |
| <b>Carrying amount at December 31, 2020</b>             | <b>81</b>   | <b>17</b>                     |

|  | PARENT       |              |
|--|--------------|--------------|
| <b>TEUR</b>  | <b>2020</b>  | <b>2019</b>  |
| <b>7 Investments in subsidiaries</b>   |              |              |
| Cost at January 1  | 5,634        | 5            |
| Additions for the year   | 1            | 5,631        |
| Disposals for the year   | -5           | -2           |
| Cost at December 31  | 5,630        | 5,634        |
| Value adjustments at January 1   | -3,761       | 130          |
| Profit for the year  | 5,057        | 1,202        |
| Dividend to the Parent Company   | -51          | 0            |
| Amortization of goodwill   | 562          | -5,093       |
| Other adjustments  | -79          | 0            |
| Value adjustments at December 31   | 1,728        | -3,761       |
| <b>Carrying amount at December 31</b>  | <b>7,358</b> | <b>1,873</b> |
| Positive differences arising on initial measurement of subsidiaries at net asset value | 5,607        | 5,607        |

Investments in subsidiaries are specified as follows:

| Name                           | Place of registered office | Share capital | Votes and ownership |
|--------------------------------|----------------------------|---------------|---------------------|
| MFT Energy 1 ApS               | Aarhus                     | DKK 53,255    | 94%                 |
| MFT Energy 2 ApS               | Aarhus                     | DKK 50,000    | 65%                 |
| MFT Energy 3 ApS               | Aarhus                     | DKK 50,000    | 60%                 |
| MFT Energy 4 ApS               | Aarhus                     | DKK 50,000    | 100%                |
| MFT Energy 5 ApS               | Aarhus                     | DKK 50,000    | 64%                 |
| MFT Energy 6 ApS               | Aarhus                     | DKK 56,000    | 55%                 |
| MFT Energy US Inc.             | USA                        | USD 1,000     | 100%                |
| MFT Energy US 1 LLC            | USA                        | USD 0         | 100%                |
| MFT Energy Singapore Pte. Ltd. | Singapore                  | SGD 2         | 100%                |
| MFT Energy See Enerji A.S.     | Istanbul                   | TRY 692,941   | 64%                 |



## Notes to the Financial Statements

| TEUR                                   | GROUP      |                   | PARENT     |                   |
|--|------------|-------------------|------------|-------------------|
|  | Deposits   | Other receivables | Deposits   | Other receivables |
| <b>8 Other fixed asset investments</b> |            |                   |            |                   |
| Cost at January 1                      | 30         | 0                 | 29         | 0                 |
| Additions for the year                 | 225        | 92                | 106        | 92                |
| Cost at December 31                    | 255        | 92                | 135        | 92                |
| <b>Carrying amount at December 31</b>  | <b>255</b> | <b>92</b>         | <b>135</b> | <b>92</b>         |

| TEUR                                | GROUP      |          | PARENT     |          |
|-------------------------------------|------------|----------|------------|----------|
|                                     | 2020       | 2019     | 2020       | 2019     |
| <b>9 Inventories</b>                |            |          |            |          |
| Finished goods and goods for resale | 530        | 0        | 530        | 0        |
|                                     | <b>530</b> | <b>0</b> | <b>530</b> | <b>0</b> |

The cost of goods for resale equals the cost of acquisition. Inventories comprise gas inventory. As of December 31, 2020, the net realisable value (fair value) exceeded the cost of acquisition by TEUR 122.

| TEUR   | GROUP  |   | PARENT   |   |
|--|--|---|--|---|
|  | 2020   | 2019  | 2020   | 2019  |
| <b>10 Other receivables</b>                      |  |   |  |   |
| Fair value of financial transactions, asset      | 29,274   | 0   | 29,274   | 0   |
| Fair value of financial transactions, liability  | -29,214  | 0   | -29,214  | 0   |
| <b>Fair value of financial transactions, net</b> | <b>60</b>  | <b>0</b>  | <b>60</b>  | <b>0</b>  |
| Deposits related to trading                      | 6,040  | 2,654   | 6,040  | 2,654   |
| Other receivables                                | 1,435  | 99  | 94   | 58  |
|  | <b>7,535</b>   | <b>2,753</b>  | <b>6,194</b>   | <b>2,712</b>  |
|  |  |   |  |   |
|  | <b>Fair value of financial transactions - assets</b> | <b>Fair value of financial transactions - liability</b> | <b>Fair value of financial transactions - assets</b> | <b>Fair value of financial transactions - liability</b> |
| Power  | 4,459  | -4,524  | 4,459  | -4,524  |
| Gas  | 24,679   | -24,501   | 24,679   | -24,501   |
| Capacities                                       | 136  | -189  | 136  | -189  |
| <b>Total at December 31, 2020</b>                | <b>29,274</b>  | <b>-29,214</b>  | <b>29,274</b>  | <b>-29,214</b>  |

Financial instruments measured and held at fair value in the balance sheet are as a main rule measured based on prices in an active market. For some derivatives, measurement cannot be based on prices in an active market or on observable data. Such derivatives are measured by way of internal models with a valuation technique using non-observable data. Derivatives measured using non-observable data are:

- Power capacities; Capacities are recognized at their intrinsic value given by the spread between the two borders, less option premiums and capped at the capacity cost.
- Power derivatives traded in very illiquid and/or not quoted markets; Derivatives are recognized using internal models where main inputs relate to deriving expected future commodity prices.





## Notes to the Financial Statements

### 11 Prepayments

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

### 12 Share capital

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

The share capital has developed as follows:

| TEUR                                | 2020      | 2019      | 2018      | 2017      |
|-------------------------------------|-----------|-----------|-----------|-----------|
| Share capital at January 1          | 67        | 67        | 67        | 0         |
| Capital increase                    | 0         | 0         | 0         | 67        |
| Capital decrease                    | 0         | 0         | 0         | 0         |
| <b>Share capital at December 31</b> | <b>67</b> | <b>67</b> | <b>67</b> | <b>67</b> |

| TEUR  | GROUP        |              | PARENT       |              |
|---|--------------|--------------|--------------|--------------|
|   | 2020         | 2019         | 2020         | 2019         |
| <b>13 Distribution of profit</b>                        |              |              |              |              |
| Proposed dividend for the year                          | 50           | 0            | 50           | 0            |
| Reserve for net revaluation under the equity method     | 0            | 0            | 396          | 1,202        |
| Minority interests' share of profit of subsidiaries     | 822          | 83           | 0            | 0            |
| Retained earnings                                       | 4,655        | 1,442        | 4,259        | 240          |
|   | <b>5,527</b> | <b>1,525</b> | <b>4,705</b> | <b>1,442</b> |
| <b>14 Provision for deferred tax</b>                    |              |              |              |              |
| Provision for deferred tax at January 1                 | 0            | 0            | 0            | 0            |
| Amounts recognized in the income statement for the year | 0            | 0            | 0            | 0            |
| <b>Provision for deferred tax at December 31</b>        | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     |



## Notes to the Financial Statements

| TEUR  | GROUP        |              | PARENT       |              |
|---|--------------|--------------|--------------|--------------|
|   | 2020         | 2019         | 2020         | 2019         |
| <b>15 Long-term debt</b>  |              |              |              |              |
| Payments due within 1 year are recognized in short-term debt. Other debt is recognized in long-term debt. |              |              |              |              |
| The debt falls due for payment as specified below:  |              |              |              |              |
| <b>Credit institutions</b>  |              |              |              |              |
| After 5 years   | 2,323        | 390          | 2,323        | 390          |
| Between 1 and 5 years   | 3,726        | 413          | 3,726        | 413          |
| Long-term part  | 6,049        | 803          | 6,049        | 803          |
| Other short-term debt to credit institutions  | 181          | 12           | 181          | 12           |
|   | <b>6,230</b> | <b>815</b>   | <b>6,230</b> | <b>815</b>   |
| <b>Other payables</b>   |              |              |              |              |
| After 5 years   | 0            | 2,384        | 0            | 2,192        |
| Between 1 and 5 years   | 1,830        | 0            | 1,630        | 0            |
| Long-term part  | 1,830        | 2,384        | 1,630        | 2,192        |
| Within 1 year   | 551          | 0            | 551          | 0            |
| Other short-term payables   | 2,726        | 466          | 1,395        | 67           |
| Short-term part   | 3,277        | 466          | 1,946        | 67           |
|   | <b>5,107</b> | <b>2,850</b> | <b>3,576</b> | <b>2,259</b> |

| TEUR  | GROUP         |               |
|---|---------------|---------------|
|   | 2020          | 2019          |
| <b>16 Cash flow statement - adjustments</b>   |               |               |
| Financial income  | -484          | 0             |
| Financial expenses  | 1,244         | 256           |
| Depreciation, amortization and impairment losses, including losses and gains on sales | 37            | 21            |
| Tax on profit for the year  | 1,552         | 440           |
| Other adjustments   | 126           | 0             |
|   | <b>2,475</b>  | <b>717</b>    |
| <b>17 Cash flow statement - change in working capital</b>                             |               |               |
| Change in inventories   | -530          | 0             |
| Change in receivables   | -9,720        | -5,375        |
| Change in trade payables, etc   | 8,950         | 918           |
|   | <b>-1,300</b> | <b>-4,457</b> |



## Notes to the Financial Statements

| TEUR   | GROUP      |            | PARENT     |            |
|--|------------|------------|------------|------------|
|  | 2020       | 2019       | 2020       | 2019       |
| <b>18 Contingent assets, liabilities and other financial obligations</b> |            |            |            |            |
| <b>Charges and security</b>  |            |            |            |            |
| The following assets have been placed as security with bankers:          |            |            |            |            |
| Security comprises simple claims   | 4,303      | 1,339      | 4,303      | 1,339      |
| <b>Rental and lease obligations</b>                                      |            |            |            |            |
| Lease obligations under operating leases.                                |            |            |            |            |
| Total future lease payments:   |            |            |            |            |
| Within 1 year  | 73         | 70         | 73         | 70         |
| Between 1 and 5 years  | 39         | 116        | 39         | 116        |
|  | <b>112</b> | <b>186</b> | <b>112</b> | <b>186</b> |
| <b>Guarantee obligations</b>   |            |            |            |            |
| Provided payments guarantees   | 12,336     | 7,745      | 12,336     | 7,745      |

The parent company has provided guarantees to finance the operations of group enterprises.

### Other contingent liabilities

The group companies are jointly and severally liable for tax on the jointly taxed incomes etc. of the Group. The total amount of corporation tax payable is disclosed in the Annual Report of ARK Holding ApS, which is the management company for joint taxation purposes. Moreover, the group companies are jointly and severally liable for Danish withholding taxes by way of dividend tax, tax on royalty payments and tax on unearned income. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Company's liability.

## 19 Related parties

### Transactions

The Company has chosen only to disclose transactions which have not been made on an arm's length basis in accordance with section 98(c)(7) of the Danish Financial Statements Act.

### Consolidated Financial Statements

The company is included in the consolidated financial statement of the following company:

| Name            | Place of registered office           |
|-----------------|--------------------------------------|
| ARK Holding ApS | Margrethepladsen 4, 3. 8000 Aarhus C |



# Accounting Policies

## BASIS OF PREPARATION

The Annual Report of MFT Energy A/S for 2020 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to medium sized enterprises of reporting class C.

Apart from the change in presentation currency, the accounting policies applied remain unchanged from the previous year.

### Change in presentation currency

The Group changed its presentation currency from DKK to EUR at January 1, 2020. The Financial Statements for 2020 have been presented in EUR. The comparative figures of the income statement have been translated into EUR at the average exchange rate for EUR/DKK 0.13387. The comparatives of the balance sheet have been translated into EUR at the year-end rate for EUR/DKK of 0.13387 at December 31, 2019. The Annual Report for 2020 has been prepared in TEUR.

### Reclassifications and textual update of accounting policies

Some reclassifications have been made in the Financial Statements. In these cases, compar-

atives have been adjusted to reflect the new classifications. The reclassifications did not affect the profit for the year nor the equity as of December 31, 2019.

There has been a textual update of the accounting policies. The textual update did not affect the recognition and measurement of the accounting items.

## RECOGNITION AND MEASUREMENT

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

Revenues are recognized in the income statement as earned.

Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortized cost are recognized. Moreover, all expenses incurred to generate the earnings for the year are recognized in the income statement, including depreciation, amortization, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognized in the income statement.

Assets are recognized 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 recognized 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 amortized cost, which involves the recognition of a constant effective interest rate over the maturity period. Amortized cost is calculated as original cost less any repayments and with the addition/deduction of the cumulative amortization 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. EUR is used as the measurement currency. All other currencies are regarded as foreign currencies.

### Basis of consolidation

The Consolidated Financial Statements comprise the Parent Company, MFT Energy A/S, and subsidiaries in which the Parent Company directly or indirectly holds more than 50% of the votes or otherwise exercises control.

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 realized and unrealized profits and losses on transactions between the consolidated enterprises.

### Non-controlling interests

The items of the group enterprises are fully recognized in the consolidated financial statement. The proportionate shares of non-controlling interests as regards the profit and equity of the group enterprises are adjusted annually and presented as a separate item



at the end of the income statement and as a separate item under equity, respectively.

### Leases

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

### Translation policies

Transactions in foreign currencies are translated at the exchange rates prevailing 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 recognized in financial income or financial 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 prevailing at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the transaction date rates are recognized in financial income and expenses in the income statement; however, see the section on hedge accounting.

### Derivative financial instruments

Derivative financial instruments are initially recognized in the balance sheet at cost and are subsequently remeasured at their fair values. Positive and negative fair values of derivative financial instruments are classified as "Other receivables" and "Other payables", respectively. Derivative financial instruments with positive fair values are offset against derivative financial instruments with negative fair values when settled on a net basis.

Contracts for the delivery of power are classified as derivative financial instruments when there is a practice of net settlement in respect of similar contracts, including saleback before delivery.

Changes in the fair values of derivative financial instruments are recognized in the income statement unless the derivative financial instrument is designated and qualify as hedge accounting, see below.

### Hedge accounting

Changes in the fair values of financial instruments that are designated and qualify as fair value hedges of a recognized asset are recognized in the income statement as are any changes in the fair value of the hedged asset related to the hedged risk. Fair value hedging comprises binding contracts concerning the delivery of power at a fixed price. Hedged fixed-price contracts are thus recognized at the accumulated change in the fair values of the contracts occurring since the time when the contracts were hedged. Positive and negative values of hedged fixed-price contracts are classified as "Other receivables" and "Other payables", respectively.

Changes in the fair values of financial instruments that are designated and qualify as hedges of expected future transactions are recognized in retained earnings in equity as regards the effective portion of the hedge. The ineffective portion is recognized in the income statement. If the hedged transaction results in an asset or a liability, the amount deferred in equity is transferred from equity and recognized in the cost of the asset or the liability, respectively. If the hedged transaction results in an income or an expense, the amount deferred in equity is

transferred from equity to the income statement in the period in which the hedged transaction is recognized. The amount is recognized in the same item as the hedged transaction.

## INCOME STATEMENT

### Revenue

Revenue from the sale of goods for resale is recognized in the income statement when the sale is considered effected based on the following criteria:

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

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

### Cost of sales

Cost of sales includes purchase of goods for resale and transportation of these incurred to achieve revenue for the year.

### Other external expenses

#### Other external expenses comprise other operating expenses, including expenses for premises, marketing and office expenses, etc. Staff costs

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

### Amortization, depreciation and impairment losses

Amortization, depreciation and impairment losses comprise amortization, depreciation and impairment of intangible assets and property, plant and equipment.

### Share of profit in subsidiaries after tax

The item "Share of profit in subsidiaries after tax" in the income statement includes the proportionate share of the profit after tax for the year.

### Financial income and expenses

Financial income and expenses comprise interest, realized and unrealized exchange rate adjustments, price adjustment of securities as well as extra payments and repayment under the on-account taxation scheme.

### Tax on profit/loss for the year

Tax for the year consists of current tax for the year and deferred tax for the year. The tax attributable to the profit for the year is recognized in the income statement, whereas the tax attributable to equity transactions is recognized directly in equity.

Any changes in deferred tax due to changes in tax rates are recognized in the income statement.

The Parent 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. The jointly taxed enterprises have adopted the on-account taxation scheme.



## BALANCE SHEET

### Software and Incorporeal Rights

Software and Incorporeal Rights are measured at cost less accrued amortization. Software is amortized on a straight-line basis according to an assessment of the expected useful life of 3 years. Incorporeal Rights are amortized on a straight-line basis according to an assessment of the expected useful life of 15 years.

### Property, plant and equipment

Property, plant and equipment is measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

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

|  |            |
|--|------------|
| Other fixtures and fittings, tools and equipment | 3-15 years |
| Leasehold improvements                           | 3-5 years  |

### 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 amortization 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.

This impairment test is performed on an annual basis for development projects in progress irrespective of any indication of impairment.

The recoverable amount of the asset is calculated as the higher of net selling price and value in use. Where a recoverable amount cannot be determined for the individual asset, assets are assessed in the smallest group of assets for which a reliable recoverable amount can be determined based on a total assessment.

### Investments in subsidiaries

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

The item "Investments in subsidiaries" in the balance sheet includes 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.

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

Subsidiaries with a negative net asset value are recognized at EUR 0 and any receivables from the subsidiary are written down by the Parent Company's share of the negative net asset value.

Any legal or constructive obligation of the Parent Company to cover the negative balance of the enterprise is recognized in provisions.

### Deposits

Deposits are measured at amortized cost and represent lease deposits, etc.

### Inventories

Inventories are measured at the lower of cost according to weighted average 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. The net realisable value is determined allowing for marketability, obsolescence and development in expected sales.

The cost of goods for resale equals the cost of acquisition.

### Receivables

Receivables are measured in the balance sheet at the lower of amortized cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

Receivables and debts with the same counterparty that are settled on a net basis are presented as such in the balance sheet. Provisions for bad debts are determined on the basis of an individual assessment of each receivable.

### Prepayments

Prepayments comprise prepaid expenses concerning subsequent financial years.

### Cash on hand and demand deposits

Cash on hand and demand deposits comprise cash at bank and on hand.

## Equity

### Reserve for net revaluation according to the equity method

The reserve for net revaluation according to the equity method comprises net revaluation of equity investments in subsidiaries and associates proportional to cost.

The reserve may be eliminated in the event of losses, realization of equity investments, or changes in accounting estimates.

The reserve cannot be recognized by a negative amount.

### Reserve for exchange rate adjustment

The reserve for exchange rate adjustment comprises net exchange rate adjustments of equity investments in subsidiaries and associates. The reserve can be recognized by a negative amount.

### Reserve for unpaid contributed capital

Unpaid contributed capital is recognized on a gross basis, according to which the unpaid contributed capital is recognized and treated as a receivable in the statement of financial position called "Claims on contributed capital".

An amount corresponding to the unpaid contributed capital is reclassified from "Retained earnings" to "Reserve for unpaid contributed capital".

### Dividend

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



### Deferred tax assets and liabilities

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

Deferred tax assets, including the tax base of tax loss carryforwards, are measured at the value at which the asset is expected to be realized either by elimination in tax on future earnings or by set-off against deferred tax liabilities.

Deferred tax assets and liabilities are offset within the same legal tax entity.

### Current tax receivables and liabilities

Current tax receivables and liabilities are recognized 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.

### Liabilities other than provisions

Bank loans are thus measured at amortized cost which, for cash loans, corresponds to the outstanding payables. For bond loans, the amortized cost corresponds to an outstanding payable calculated as the underlying cash value at the date of borrowing, adjusted by amortization of the market value at the date of the borrowing effectuated over the repayment period.

Other liabilities other than provisions are measured at amortized cost which usually corresponds to the nominal value.

### Accruals and deferred income

Payments received concerning future income are recognized under accruals and deferred income.

## 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.

### Cash flows from operating activities

Cash flows from operating activities are calculated as the profit/loss for the year adjusted for changes in working capital and non-cash operating items such as depreciation, amortization 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

Cash and cash equivalents comprise "Cash at bank and in hand".

The cash flow statement cannot be solely derived from the published financial statements.

## EXPLANATION OF FINANCIAL RATIOS

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

$$\text{EBIT margin} = \frac{\text{EBIT} \times 100}{\text{Revenue}}$$

$$\text{Equity ratio} = \frac{\text{Equity at year end} \times 100}{\text{Total assets}}$$

$$\text{Return on equity} = \frac{\text{Profit for the year} \times 100}{\text{Average equity}}$$

$$\text{Scalability} = \frac{\text{EBIT} \times 100}{\text{Gross profit}}$$

Number of employees: Calculated as average number of full-time employees



# Management's Statement

The Board of Directors and the Executive Board have today considered and approved the Annual Report of MFT Energy A/S for the financial year January 1 - December 31, 2020.

The Consolidated Financial Statements and the Parent Company Financial Statements have been prepared in accordance with the Danish Financial Statements Act. Management's Review has been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position at January 1 - December 31, 2020 of the Group and the Parent Company and of the results of the Group's and Parent Company's operations and consolidated cash flows for the financial year January 1 - December 31, 2020.

In our opinion, Management's Review includes a true and fair account of the development in the operations and financial circumstances of the Group and the Parent Company, of the results for the year and of the financial position of the

Group and the Parent Company as well as a description of the most significant risks and elements of uncertainty facing the Group and the Parent Company.

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

Aarhus, April 14, 2021

## Executive Board

Torben Nordal Clausen

## Board of Directors

Simon Fisker Rathjen  
Chairman

Lars Kristensen

Torben Nordal Clausen

Cagdas Ozan Ates





# Independent Auditor's Report

## To the Shareholders of MFT Energy A/S

### Opinion

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at December 31, 2020, and of the results of the Group's and the Parent Company's operations as well as the consolidated cash flows for the financial year January 1 - December 31, 2020 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of MFT Energy A/S for the financial year January 1 - December 31, 2020, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for both the Group and the Parent Company, as well as consolidated statement of cash flows ("financial statements").

### Basis for Opinion

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

### Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the financial statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

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

Based on the work we have performed, in our view, Management's Review is in accordance with the Consolidated Financial Statements and the Parent Company Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement in Management's Review.

### Management's Responsibilities for the Financial Statements

Management is responsible for the preparation of Consolidated Financial Statements and Parent Company Financial Statements that give a true and fair view in accordance with

the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of 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 Group's and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

### Auditor's Responsibilities for the Audit of the Financial Statements

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 Group's and the Parent Company's internal control.

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

- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate,

to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and contents of the 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.
- 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.

Trekantomraadet, April 14, 2021

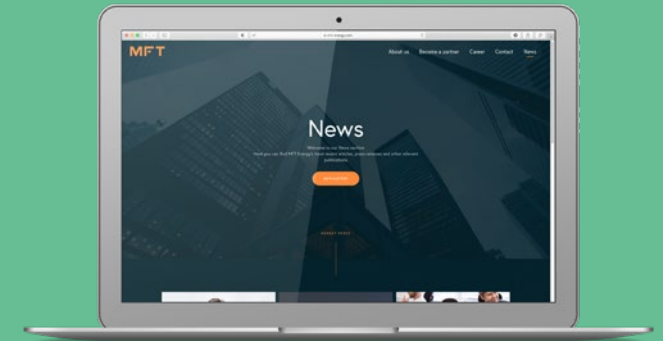
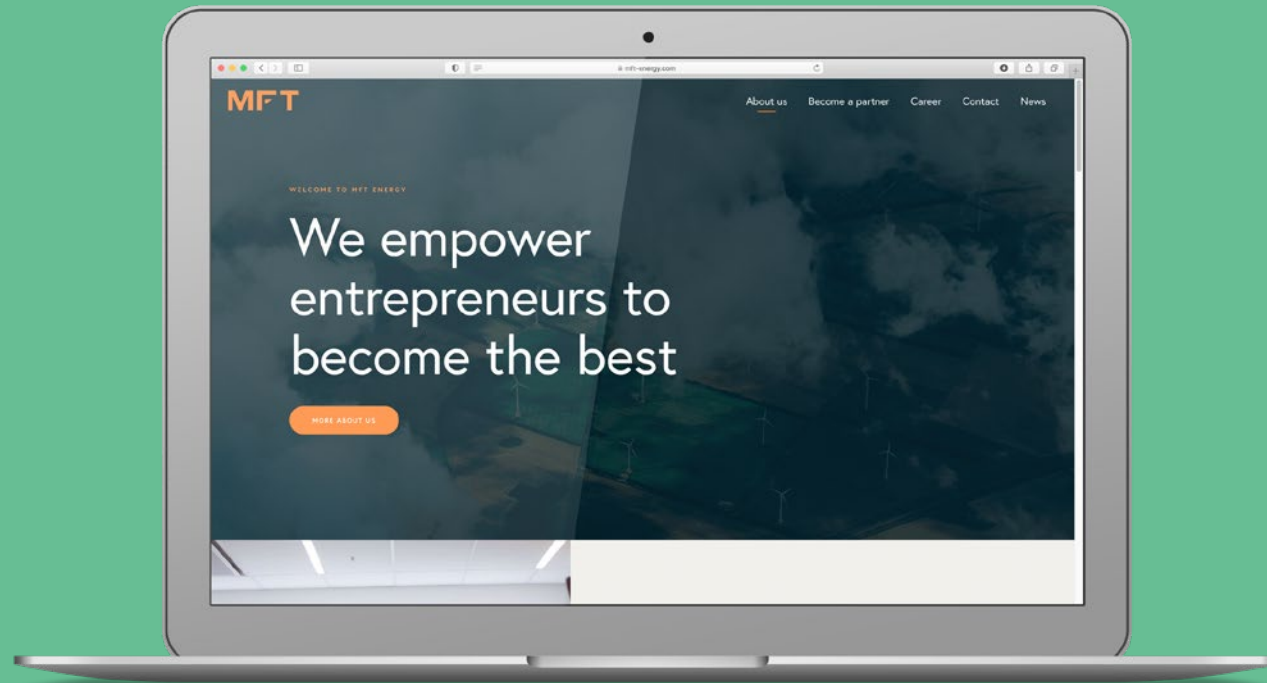
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Lasse Berg  
State Authorised Public Accountant  
mne35811

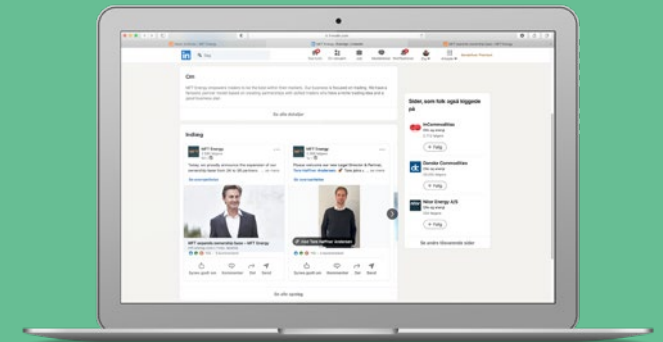


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