



PNO Danmark A/S

Mossvej 17
8700 Horsens
CVR No. 29173982

Annual report 2024

The Annual General Meeting adopted the
annual report on 29.05.2025

David Schøndorff

Chairman of the General Meeting

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Entity details

Entity

PNO Danmark A/S

Mossvej 17

8700 Horsens

Business Registration No.: 29173982

Registered office: Horsens

Financial year: 01.01.2024 - 31.12.2024

Board of Directors

Pauli Majgaard Johannesen, Chairman

Jacob Nelson Lee Ørnstrand

Solvej Ge Hyun Lee Ørnstrand

Executive Board

Jacob Nelson Lee Ørnstrand, CEO

Auditors

Deloitte Statsautoriseret Revisionspartnerselskab

Weidekampsgade 6

2300 Copenhagen S

Statement by Management

The Board of Directors and the Executive Board have today considered and approved the annual report of PNO Danmark A/S for the financial year 01.01.2024 - 31.12.2024.

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

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2024 and of the results of its operations for the financial year 01.01.2024 - 31.12.2024.

We believe that the management commentary contains a fair review of the affairs and conditions referred to therein.

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

Copenhagen, 29.05.2025

Executive Board

Jacob Nelson Lee Ørnstrand
CEO

Board of Directors

Pauli Majgaard Johannesen
Chairman

Jacob Nelson Lee Ørnstrand

Solvej Ge Hyun Lee Ørnstrand

Independent auditor's report

To the shareholder of PNO Danmark A/S

Opinion

We have audited the financial statements of PNO Danmark A/S for the financial year 01.01.2024 - 31.12.2024, which comprise the income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies. The financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2024 and of the results of its operations for the financial year 01.01.2024 - 31.12.2024 in accordance with the Danish Financial Statements Act.

Basis for opinion

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

Management's responsibilities for the financial statements

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

In preparing the financial statements, Management is responsible for assessing the Entity's ability to continue as a going concern, for disclosing, as applicable, matters related to going concern, and for using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Entity 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 judgement and maintain professional scepticism 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 Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the 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 Entity'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 Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures in the notes, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

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

Statement on the management commentary

Management is responsible for the management commentary.

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

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

Moreover, it is our responsibility to consider whether the management commentary provides the information required by relevant law and regulations.

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

Copenhagen, 29.05.2025

Deloitte

Statsautoriseret Revisionspartnerselskab
CVR No. 33963556

Henrik Hartmann Olesen

State Authorised Public Accountant
Identification No (MNE) mne34143

Management commentary

Financial highlights

	2024	2023	2022	2021	2020
	DKK'000	DKK'000	DKK'000	DKK'000	DKK'000
Key figures					
Gross profit/loss	80,261	82,804	75,086	66,688	60,217
Operating profit/loss	23,666	3,880	12,708	10,799	10,452
Net financials	(17,366)	(13,268)	(5,949)	(5,763)	(5,000)
Profit/loss for the year	4,863	(8,150)	2,412	1,462	5,892
Total assets	343,072	465,428	335,607	327,124	312,988
Investments in property, plant and equipment	15,917	178,536	75,378	75,707	101,627
Equity	15,807	944	3,094	2,581	12,025
Ratios					
Return on equity (%)	58.06	(403.67)	85.00	20.02	50.89
Equity ratio (%)	4.61	0.20	0.92	0.79	3.84

Financial highlights are defined and calculated in accordance with the current version of "Recommendations & Ratios" issued by the CFA Society Denmark.

Return on equity (%):

Profit/loss for the year * 100

Average equity

Equity ratio (%):

Equity * 100

Total assets

Primary activities

The activity of the company is to conduct business with rental and sales of trailers in Denmark.

Development in activities and finances

The result for the year was a profit of DKK 4.9 million, which is considered not to be satisfactory as it was impacted by a one-off effect applying new depreciation assumptions. In the company's balance sheet per December 31, 2024, equity is amounted to positive DKK 15.8 million.

In 2024, the company introduced a 15% residual value on leasing assets. This change was made to better reflect the actual value development of the assets over their useful life. As a result, annual depreciation has been reduced, positively affecting the year's profit before tax, equity and trailer assets (recognized as other fixtures and fittings, tools and equipment) of DKK 20.4 million.

The adjustment aligns with the company's ongoing focus on financial optimization and reflects a more accurate assessment of asset value at the end of the lease term.

Profit/loss for the year in relation to expected developments

The result for the year exceeded expectations, primarily due to changes in accounting estimates, including the introduction of a 15% residual value on all trailers. This adjustment led to lower depreciation charges and thereby had a positive impact on the annual profit.

Outlook

After a mixed 2024, where the markets continued to be challenged with general economic uncertainty and limited new business coming into the market, PNO is slightly more positive on 2025. We carried out a number of strategic initiatives in 2024 incl. a new operations setup which we expect full benefit from in 2025, especially on the cost side. But we do not expect growth in revenue as we do not foresee a market recovery before second half of 2025 and new business deals will not have major impact on 2025. Adjusting for the one-off impact from new depreciation assumptions we expect a slight improvement in the result for 2025 compared to 2024, and hence a step in the right direction towards a more profitable future.

Knowledge resources

Generally, the PNO Denmark A/S' customers in the transport sector are very dependent on economic trends, which affect the company's sales potential and thus earnings.

Moreover, the company depends on the procurement of necessary funding on terms that match market demands for leasing terms. Over several years in the trailer industry, the company's employees have accumulated considerable and unique knowledge within the industry, as well as a good technical understanding of the company's products.

Ongoing training of employees, as well as annual measurement of employee satisfaction continuously monitors job satisfaction and improve the employee's skills in relation to existing and future work tasks.

Events after the balance sheet date

No events have occurred after the balance sheet date to this date, which would influence the evaluation of this annual report.

Income statement for 2024

	Notes	2024 DKK	2023 DKK
Gross profit/loss		80,260,977	82,804,433
Staff costs	3	(4,759,538)	(4,556,269)
Depreciation, amortisation and impairment losses	4	(51,835,543)	(74,367,832)
Operating profit/loss		23,665,896	3,880,332
Other financial income	5	2,019,688	848,064
Other financial expenses	6	(19,385,986)	(14,115,819)
Profit/loss before tax		6,299,598	(9,387,423)
Tax on profit/loss for the year	7	(1,436,500)	1,237,787
Profit/loss for the year	8	4,863,098	(8,149,636)

Balance sheet at 31.12.2024

Assets

	Notes	2024 DKK	2023 DKK
Other fixtures and fittings, tools and equipment		308,837,210	383,457,717
Property, plant and equipment	9	308,837,210	383,457,717
Receivables from group enterprises		0	39,195,826
Financial assets		0	39,195,826
Fixed assets		308,837,210	422,653,543
Trade receivables		30,859,972	32,643,894
Receivables from group enterprises		372,984	0
Other receivables		2,256,804	205,006
Joint taxation contribution receivable		350,427	350,427
Prepayments	10	364,103	592,768
Receivables		34,204,290	33,792,095
Cash	11	30,336	8,981,889
Current assets		34,234,626	42,773,984
Assets		343,071,836	465,427,527

Equity and liabilities

	Notes	2024 DKK	2023 DKK
Contributed capital	12	800,000	700,000
Share premium		9,900,000	0
Retained earnings		5,107,049	243,951
Equity		15,807,049	943,951
Deferred tax	13	8,470,000	7,033,500
Provisions		8,470,000	7,033,500
Lease liabilities		134,991,189	235,423,919
Payables to group enterprises		55,421,836	103,695,717
Non-current liabilities other than provisions	14	190,413,025	339,119,636
Current portion of non-current liabilities other than provisions	14	97,269,518	96,219,722
Bank loans	15	7,607,237	0
Trade payables		11,872,546	10,323,222
Payables to group enterprises		11,413,545	9,365,359
Other payables		218,916	2,422,137
Current liabilities other than provisions		128,381,762	118,330,440
Liabilities other than provisions		318,794,787	457,450,076
Equity and liabilities		343,071,836	465,427,527
Events after the balance sheet date	1		
Change in accounting estimates	2		
Unrecognised rental and lease commitments	16		
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Statement of changes in equity for 2024

	Contributed capital DKK	Share premium DKK	Retained earnings DKK	Total DKK
Equity beginning of year	700,000	0	243,951	943,951
Increase of capital	100,000	9,900,000	0	10,000,000
Profit/loss for the year	0	0	4,863,098	4,863,098
Equity end of year	800,000	9,900,000	5,107,049	15,807,049

Notes

1 Events after the balance sheet date

No events have occurred after the balance sheet date to this date, which would influence the evaluation of this annual report.

2 Change in accounting estimates

Based on a reassessment of the trailers expected usage / economic lifetime and market trends, Management has reassessed the residual value of trailers. It is the company's assessment that the change in the accounting estimate provides a more accurate reflection of the trailers residual values as well as realized market prices on the subsequent sale of the trailers. The change in the accounting estimate related to reassessment of residual values of trailers has had a positive effect for 2024 on profit before tax, equity and trailer assets (recognized as other fixtures and fittings, tools and equipment) of DKK 20.4 million.

3 Staff costs

	2024 DKK	2023 DKK
Wages and salaries	4,108,618	4,051,712
Pension costs	552,578	550,016
Other social security costs	98,342	(45,459)
	4,759,538	4,556,269
Average number of full-time employees	7	7

4 Depreciation, amortisation and impairment losses

	2024 DKK	2023 DKK
Depreciation of property, plant and equipment	51,835,543	74,367,832
	51,835,543	74,367,832

5 Other financial income

	2024 DKK	2023 DKK
Financial income from group enterprises	1,965,195	668,292
Other interest income	54,499	179,772
Exchange rate adjustments	(6)	0
	2,019,688	848,064

6 Other financial expenses

	2024 DKK	2023 DKK
Financial expenses from group enterprises	6,336,360	4,007,046
Other interest expenses	12,529,275	9,156,963
Exchange rate adjustments	520,351	948,339
Other financial expenses	0	3,471
	19,385,986	14,115,819

7 Tax on profit/loss for the year

	2024 DKK	2023 DKK
Change in deferred tax	1,436,500	(887,360)
Refund in joint taxation arrangement	0	(350,427)
	1,436,500	(1,237,787)

8 Proposed distribution of profit and loss

	2024 DKK	2023 DKK
Retained earnings	4,863,098	(8,149,636)
	4,863,098	(8,149,636)

9 Property, plant and equipment

	Other fixtures and fittings, tools and equipment DKK
Cost beginning of year	638,483,972
Additions	15,916,853
Disposals	(91,659,125)
Cost end of year	562,741,700
Depreciation and impairment losses beginning of year	(255,026,255)
Depreciation for the year	(51,835,543)
Reversal regarding disposals	52,957,308
Depreciation and impairment losses end of year	(253,904,490)
Carrying amount end of year	308,837,210
Recognised assets not owned by entity	295,544,603

10 Prepayments

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

11 Cash

The company is part of a group that uses a cash pool arrangement as part of its overall liquidity management. Cash includes balances from the cash pool arrangement with PNO Holding A/S amounting to DKK 7,607,237.

12 Share capital

	Number	Par value DKK	Nominal value DKK
Shares	800,000	1	800,000
	800,000		800,000

13 Deferred tax

	2024 DKK	2023 DKK
Property, plant and equipment	67,401,000	84,357,000
Liabilities other than provisions	(51,097,000)	(72,962,000)
Tax losses carried forward	(7,834,000)	(4,361,500)
Deferred tax	8,470,000	7,033,500

Changes during the year	2024 DKK	2023 DKK
Beginning of year	7,033,500	7,920,859
Recognised in the income statement	1,436,500	(887,359)
End of year	8,470,000	7,033,500

Included in the deferred tax liability is the value of tax losses going forward. Based on future expected taxable income Management has concluded on the recognised value of the tax asset.

14 Non-current liabilities other than provisions

	Due within 12 months 2024 DKK	Due within 12 months 2023 DKK	Due after more than 12 months 2024 DKK	Outstanding after 5 years 2024 DKK
Lease liabilities	97,269,518	96,219,722	134,991,189	949,975
Payables to group enterprises	0	0	55,421,836	0
	97,269,518	96,219,722	190,413,025	949,975

15 Bank loans

The company is part of a group that uses a cash pool arrangement as part of its overall liquidity management. Bank loan includes balance from the cash pool arrangement with PNO Holding A/S amounting to DKK 8,926,288.

16 Unrecognised rental and lease commitments

	2024	2023
	DKK	DKK
Liabilities under rental or lease agreements until maturity in total	231,788	334,511

17 Contingent liabilities

The Entity participates in a Danish joint taxation arrangement in which Jacob Lee Ørnstrand Holding A/S, Central Business Registration No 34619530, serves as the administration company. According to the joint taxation provisions of the Danish Corporation Tax Act, the Entity is therefore liable for income taxes etc. for the jointly taxed entities, and for obligations, if any, relating to the withholding of tax on interest, royalties and dividend for the jointly taxed entities. The total known net liability of the jointly taxed entities under the joint taxation arrangement is evident from the administration company`s financial statements .

18 Assets charged and collateral

Certain items of plant and machinery, and other fixtures etc have been financed by means of finance leases. The carrying amount of assets held under finance leases is DKK 295,544,603. Some of the finance leases is secured by accounts receivables.

The Company participates in a cash pool with PNO Holding A/S and the Group at Danske Bank. Participants in the cash pool are jointly and severally liable for the total debt in the cash pool.

19 Related parties with controlling interest

PNO Holding A/S, Copenhagen, holds all shares in PNO Danmark A/S.

20 Transactions with related parties

It is only required to report on transaction with related parties which has not been on marked conditions. All transaction with related parties in the fiscal year has been on marked conditions.

21 Group relations

Name and registered office of the Parent preparing consolidated financial statements for the largest group:
PNO Holding A/S, Copenhagen

Accounting policies

Reporting class

This annual report has been prepared in accordance with the provisions of the Danish Financial Statements Act governing reporting class C enterprises (medium).

The accounting policies applied to these financial statements are consistent with those applied last year.

Changes in accounting estimates

The change in the accounting estimate related to reassessment of residual values of trailers has had a positive effect for 2024 on profit before tax, equity and trailer assets (recognized as other fixtures and fittings, tools and equipment) of DKK 20.4 million.

Recognition and measurement

Assets are recognised in the balance sheet when it is probable as a result of a prior event that future economic benefits will flow to the Entity, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when the Entity has a legal or constructive obligation as a result of a prior event, and it is probable that future economic benefits will flow out of the Entity, and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Measurement subsequent to initial recognition is effected as described below for each financial statement item.

Anticipated risks and losses that arise before the time of presentation of the annual report and that confirm or invalidate affairs and conditions existing at the balance sheet date are considered at recognition and measurement.

Income is recognised in the income statement when earned, whereas costs are recognised by the amounts attributable to this financial year.

Income statement

Gross profit or loss

Gross profit or loss comprises revenue, work capitalised, other operating income, cost of raw materials and consumables and external expenses.

Revenue

Revenue from the sale of rental services, divestment of trailers and related service is recognised in the income statement when delivery is made and risk has passed to the buyer.

Revenue can be divided into three categories. Rental sales, divestment sales and workshop sales. All revenue categories are recognized in the income statement when:

- Delivery to customer has taken place before balance date
- A binding agreement has been signed

- The value of the contract has been determined
- Payment has been received or is highly likely to be received in the future.

Revenue is recognized net of VAT, duties and sales discounts and is measured at fair value of the consideration fixed. Net profit from sales and divestment of trailers are recognised as net revenue.

Other operating income

Other operating income comprises income of a secondary nature as viewed in relation to the Entity's primary activities.

Cost of sales

Cost of sales comprises goods consumed in the financial year measured at cost.

Other external expenses

Other external expenses include expenses relating to the Entity's ordinary activities, including expenses for premises, stationery and office supplies, marketing costs, etc. This item also includes writedowns of receivables recognised in current assets.

Staff costs

Staff costs comprise salaries and wages, and social security contributions, pension contributions, etc for entity staff.

Depreciation, amortisation and impairment losses

Depreciation, amortisation and impairment losses relating to property, plant and equipment and intangible assets comprise depreciation, amortisation and impairment losses for the financial year, and gains and losses from the sale of intangible assets and property, plant and equipment.

Other financial income

Other financial income comprises interest income, including interest income on receivables from group enterprises, net capital or exchange gains on securities, payables and transactions in foreign currencies, amortisation of financial assets, and tax relief under the Danish Tax Prepayment Scheme etc.

Other financial expenses

Other financial expenses comprise interest expenses, including interest expenses on payables to group enterprises, net capital or exchange losses on securities, payables and transactions in foreign currencies, amortisation of financial liabilities, and tax surcharge under the Danish Tax Prepayment Scheme etc.

Tax on profit/loss for the year

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognised in the income statement by the portion attributable to the profit for the year and recognised directly in equity by the portion attributable to entries directly in equity.

The Entity is jointly taxed with Jacob Lee Ørnstrand Holding A/S. The current Danish income tax is allocated among the jointly taxed entities proportionally to their taxable income (full allocation with a refund concerning tax losses).

Balance sheet

Property, plant and equipment

Other fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost comprises the acquisition price, costs directly attributable to the acquisition and preparation costs of the asset until the time when it is ready to be put into operation. For assets held under finance leases, cost is the lower of the asset's fair value and present value of future lease payments.

The basis of depreciation is cost less estimated residual value after the end of useful life. Straight-line depreciation is made on the basis of the following estimated useful lives of the assets:

	Useful life
Other fixtures and fittings, tools and equipment	3-8 years
Trailers (included in above)	3-8 years

Estimated useful lives and residual values are reassessed annually.

Items of property, plant and equipment are written down to the lower of recoverable amount and carrying amount.

Receivables

Receivables are measured at amortised cost, usually equalling nominal value, less writedowns for bad and doubtful debts.

Joint taxation contributions receivable or payable

Current joint taxation contributions payable or joint taxation contributions receivable are recognised in the balance sheet, calculated as tax computed on the taxable income for the year, which has been adjusted for prepaid tax.

Prepayments

Prepayments comprise incurred costs relating to subsequent financial years. Prepayments are measured at cost.

Cash

Cash comprises cash in hand and bank deposits.

Deferred tax

Deferred tax is recognised on all temporary differences between the carrying amount and the tax-based value of assets and liabilities, for which the tax-based value is calculated based on the planned use of each asset. However, no deferred tax is recognised for amortisation of goodwill disallowed for tax purposes and temporary differences arising at the date of acquisition that do not result from a business combination and that do not have any effect on profit or loss or on taxable income.

Deferred tax assets, including the tax base of tax loss carryforwards, are recognised in the balance sheet at their estimated realisable value, either as a set-off against deferred tax liabilities or as net tax assets.

Lease liabilities

Lease liabilities relating to assets held under finance leases are recognised in the balance sheet as liabilities other than provisions, and, at the time of inception of the lease, measured at the present value of future lease payments. Subsequent to initial recognition, lease liabilities are measured at amortised cost. The difference between present value and nominal amount of the lease payments is recognised in the income statement as a financial expense over the term of the leases.

Other financial liabilities

Other financial liabilities are measured at amortised cost, which usually corresponds to nominal value.

Cash flow statement

Referring to section 86(4) of the Danish Financial Statements Act, the Entity has prepared no cash flow statement as such statement is included in the consolidated cash flow statement of PNO Holding A/S, Business Reg. No. 26101409