Endeavour Invest ApS

Strevelinsvej 34
7000 Fredericia
CVR No. 27309224

Annual report 2022

The Annual General Meeting adopted the annual report on 28.06.2023

Anders Østergaard
Chairman of the General Meeting

Contents

Entity details

Entity

Endeavour Invest ApS

Strevelinsvej 34

7000 Fredericia

Business Registration No.: 27309224

Registered office: Fredericia

Financial year: 01.01.2022 - 31.12.2022

Executive Management

Anders Østergaard

Auditors

Deloitte Statsautoriseret Revisionspartnerselskab
Weidekampsgade 6
2300 Copenhagen S

Statement by Management on the annual report

The Executive Management has today considered and approved the annual report of Endeavour Invest ApS for the financial year 01.01.2022 - 31.12.2022.

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

In my opinion, the consolidated financial statements and the parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31.12.2022 and of the results of their operations and the consolidated cash flows for the financial year 01.01.2022 - 31.12.2022.

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

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

Fredericia, 28.06.2023

Executive Management

Anders Østergaard

Independent auditor's report

To the shareholder of Endeavour Invest ApS

Opinion

We have audited the consolidated financial statements and the parent financial statements of Endeavour Invest ApS for the financial year 01.01.2022 - 31.12.2022, which comprise the income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for the Group as well as the Parent, and the consolidated cash flow statement. The consolidated financial statements and the parent financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31.12.2022 and of the results of their operations and the consolidated cash flows for the financial year 01.01.2022 - 31.12.2022 in accordance with the Danish Financial Statements Act.

Basis for opinion

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

Management's responsibilities for the consolidated financial statements and the parent financial statements

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

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

Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements and the parent financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in

Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and parent financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated financial statements and the parent 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 Entity’s internal control.

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

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

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

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

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

Statement on the management commentary

Management is responsible for the management commentary.

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

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

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

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

Copenhagen, 28.06.2023

Deloitte
Statsautoriseret Revisionspartnerselskab
CVR No. 33963556

Lars Siggaard Hansen
State Authorised Public Accountant
Identification No (MNE) mne32208

Muhammad Ismaeel Rasul
State Authorised Public Accountant
Identification No (MNE) mne46641

Management commentary

Financial highlights

	2022 USD'000	2021 USD'000	2020 USD'000	2019 USD'000	2018 USD'000
Key figures					
Revenue	5,472,187	3,228,857	1,950,886	2,191,082	2,073,229
Gross profit/loss	258,589	86,213	94,222	93,630	49,073
Operating profit/loss	184,754	28,521	35,002	36,000	8,311
Net financials	(4,097)	(5,180)	(4,318)	(3,201)	(3,737)
Profit/loss for the year	169,583	20,325	29,946	27,423	6,768
Balance sheet total	697,194	495,402	333,556	469,099	414,162
Investments in property, plant and equipment	36,348	13,264	9,686	20,180	8,424
Equity	326,740	157,371	136,498	106,393	79,429
Equity excl. minority interests	324,874	156,148	135,328	105,059	79,429
Cash flows from operating activities	91,292	11,969	80,016	(15,640)	(12,041)
Cash flows from investing activities	(31,461)	(13,038)	(10,617)	(19,938)	(1,657)
Cash flows from financing activities	(60,910)	34,202	(80,836)	38,053	12,839
Average number of employees	653	571	511	504	456
Ratios					
Gross margin (%)	4.73	2.67	4.83	4.27	2.37
Net margin (%)	3.10	0.63	1.53	1.25	0.33
Return on equity (%)	52.77	13.90	24.90	29.70	8.80
Equity ratio (%)	46.60	31.52	40.57	22.40	19.18

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

Gross margin (%):
Gross profit/loss * 100
Revenue

Net margin (%):
Profit/loss for the year * 100
Revenue

Return on equity (%):
Profit/loss for the year excl. minority interest * 100
Average equity excl. minority interest

Equity ratio (%):
Equity excl. minority interests * 100
Balance sheet total

Primary activities

Endeavour Invest ApS (the "Group") consists of two separate groups, Monjasa Holding A/S Group ("Monjasa") and Multiple Holding ApS Group ("Multiple"), each with their own independent management and decision-making authority.

The main activities in the Monjasa Group are bunker oil trading, tanker operation, chartering of accommodation vessels to the offshore wind industry and IT activities with focus on ERP solutions to a broad spectrum of industries. The main activity in Multiple is to invest in companies with various, minor activities.

Development in activities and finances

In a year of continued turmoil in global trade, the Group operations (EBIT) generated a result of USD 185m (2021: USD 29m) and a net result after tax of USD 170m (2021: USD 20m).

The year concluded with a record-high total volume of 6.4m metric tonnes (2021: 5.7m mts) of marine fuels supplied to shipowners and operators worldwide.

In fact, from supplying 3.5m tonnes in 2017, Monjasa has increased total volume by 83% in five years earning a solid position among the world's top 10 largest marine fuel suppliers.

By 31 December 2022, consolidated Group equity amounts to USD 327m (2021: USD 157m), resulting in a return on equity of 53% in 2022 (2021: 14%).

In 2022, land and buildings have increased with USD 17m due to the acquired property in Fredericia, Denmark and acquired land in Dubai, United Arab Emirates.

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

Executive management statement

By remaining a close and observant partner to our customers, Monjasa recorded an increasing demand for our maritime activities and achieved the strongest year ever.

The combination of historically strong shipping markets, high volatility and global trade flow disruptions contributed to a highly dynamic marine fuels market – an environment that provides customers and stakeholders with a safe port in Monjasa. We therefore remind ourselves of our strong operating model, which has made Monjasa in demand as a safe port across IMO2020, the pandemic, and most recently, unprecedented volatile oil and shipping markets.

Continuing our way of business

This also means that Monjasa will stick closely to our way of business no matter the markets we face. Our partners will continue experiencing Monjasa as a quality and relations-focused maritime logistics provider.

We will keep running a responsible business based on in depth due diligence on all counterparties and resulting in low realised losses on debtors.

Another example of continuing our way of business is Monjasa's strict compliance measures which were put to the test by Russia's invasion of Ukraine on 24 February 2022. Monjasa instantly halted all trade with Russian entities and suspended the purchase of oil products of Russian origin. For the remainder of the year, we have been constantly monitoring and successfully implementing adequate measures matching the ever-changing sanctions compliance landscape.

Navigating imbalanced markets

We believe that several factors contributed to making 2022 our strongest year ever. In particular, we saw how our fantastic group of colleagues continued living our values and supporting customers during uncertain times as well as the full value and recognition of running high-quality operations and holding a robust financial position.

The Monjasa organisation builds on the ability to observe and navigate the world and markets around us. We remain purpose-driven in how we work and the Group's overall ability to renew itself, adapt and change quickly has been an important driver when matching supply and demand in turmoil markets.

Turning to logistics, we saw how the marine fuels supply chain was put to the test in ports around the world due to the heated shipping markets and shifting trade flows. However, led by our operational standards and flexible upstream partnerships we were able to support our customers and suppliers during critical moments.

For Monjasa, this meant gaining market share at higher margins reflecting increased volatility and imbalanced supply and demand.

At sea, Monjasa's fleet increased to a total of 30 owned and chartered tankers and barges (2021: 22 vessels) of which 12 are owned. It remains a priority to have the fleet composed of an adequate mix of owned and chartered vessels to ensure both operational and financial flexibility across the Monjasa Group.

Lastly, the historically high price fluctuations favoured financially robust suppliers such as Monjasa, who were able to navigate this scenario together with suppliers and customers.

Extending our financial flexibility
Looking at our financial developments in a five-year retro perspective, we have improved our financial profile significantly over time. By the end of 2022, we can demonstrate a solvency ratio well above 40% and we have more than doubled return on equity during the past year.

Moreover, we have reduced net debt significantly in 2022 and by this year total cash exceeds total bank debt, leaving us an extended financial headroom when looking to the future.

2022 concluded with improved consolidated equity of a total USD 327m (2021: USD 157m) and an industry-leading solvency ratio of 47% (2021: 32%). The Group thereby continues to demonstrate a highly robust financial position in the oil and shipping industries.

Enabling the fuel mix of tomorrow
During the year we continued making progress across our three pillars of Responsibility - Minimising our Environmental Impact, Leading Industry Governance and Promoting People and Relations.

Monjasa holds a unique position in the supply chain between upstream partners and downstream customers and we are firmly committed to enabling the logistics of tomorrow's alternative fuel mix by engaging in new partnerships. During the past year, we have supplied biofuels to the shipping industry in the Middle East and the Americas, while also entering into a collaboration to promote long-term green ammonia availability in Europe. This is just the beginning, and we will continue building relations and forming new partnerships minding the short, medium and long-term alternative fuels demand.

A positive year in offshore and IT
Looking into the Monjasa Group's offshore wind activities, CBED, performed above expectations and demonstrated a record-high fleet utilisation rate of 96% for its SOV, Wind Innovation, during 2022. As a leading offshore wind logistics company, CBED foresees another busy year with a continued strong chartering demand throughout 2023.

Our IT business unit, RelateIT, also experienced strong demand for its consultancy services throughout the year. This meant that RelateIT further expanded its industry footprint in terms of specialised Microsoft solutions, geographical reach and a total workforce which increased by 28% to a total of 166 consultants.

Profit/loss for the year in relation to expected developments
The results exceeded the expectations set in the Endeavour Invest ApS Annual Report 2021 mainly due to the combination of historically strong shipping markets, high volatility and global trade flow disruptions.

Outlook

Navigating 2023 together
Considering the current macro-outlook, Monjasa observes the softening of the past year's strong global trade activity as well as the various initiatives to curb inflation around the world. Together with the roll-out of the global minimum corporate tax, these elements are all part of a global business environment and conditions for a level playing field.

At Monjasa, we will continue to safely navigate these developments together with our financial partners and we are proud to work with leading regional banks across our main business areas. This provides us access to a high level of local knowledge and support as new market opportunities continue to arise across our global operation.

Expectations for 2023
Altogether, this positive year leaves Monjasa in a favourable industry position to continue establishing new supply locations and help advance global trade today as well as in the future.

By using our experience in matching supply and demand at any volatility and oil price levels, we expect another strong year for Monjasa with a positive financial net result in the range of USD 40-80m.

Endeavour Invest ApS
The net result of Endeavour Invest ApS for the financial year 2023 is expected to be in the range of USD 40-80m.

Responsibility
In Endeavour Invest ApS, we believe that our agenda of Responsibility is fundamental in fuelling the future of global trade - and we are motivated by enabling partnerships vital in setting the course.

Global trade has been a part of human history for thousands of years and been a powerful force in connecting communities around the world. Enabling them to exchange goods, ideas, and culture, while promoting economic growth and building relations in every port a ship comes in.

This has brought all of us closer together and continues to promote understanding and collaboration for a better tomorrow.

Green fuel partnerships arise
One of the most pressing global challenges is fighting climate change and, in this challenge, we stand shoulder to shoulder with Danish Shipping and the International Maritime Organization (IMO) in reducing our emissions. We are finding shared solutions across our industry and taking a lead in making green solutions accessible to our partners.

In partnership with HØST PtX Esbjerg and Copenhagen Infrastructure Partners (CIP), we are creating the fuel infrastructure of tomorrow by providing logistics services that will enable distribution of green ammonia from HØST PtX Esbjerg, which is a Danish power-to-ammonia project with a favourable distribution route to the North Sea.

Running a responsible business
Another challenge that requires collaborative efforts and shared solutions is that of solid governance models in an ever-changing geopolitical environment. Promoting transparency and accountability throughout our value chains contributes to the trust that fuels cooperation in the maritime industry. Standing firm on what we can tolerate and not tolerate as global citizens need shared solutions with governmental and private participation to sustain our commitments to running a responsible business.

In Monjasa, we do this by partnering with the Maritime Anti-Corruption Network (MACN) to learn, inspire and commit to good business practices - and with Deloitte to challenge us on what is best practice across all our levers of leading industry governance.

Connecting trainees and leadership
Lastly, taking an active role in finding shared solutions to global challenges requires connecting the right people. For us, this happens daily across our 14 offices. Connecting with each other and our customers in fuelling global trade, we actively promote personal relations across time zones, cultures, backgrounds, genders and perspectives.

Our trainees are part of the Danish Shipping Education where they meet with a wide range of people and cultures during their traineeship. At the same time, our senior leadership team is part of an immersive leadership program that takes place in Sierra Leone. Here, our leadership team learn and reflect on their personal purpose together with the Connected Leadership facilitators and leaders from the local NGO, For a New Tomorrow (FANT).

Together, investing in future talent and continuous leadership development underscores our Promoting People and Relations mindset and long-term ambitions.

Our three pillars of Responsibility
We have decided to work with the wider sustainability agenda under the heading of Responsibility. We believe this is concise and flows naturally from the efforts we have already put into our operating model.
- Minimising our environmental impact
- Leading industry governance
- Promoting People and relations

Minimising our environmental impact

ISCC certified biofuels supplier
Monjasa is enabling biofuels logistics by building new supply chain partnerships around the world.

By establishing new partnerships Monjasa is present at the production site and throughout the supply chain to understand the full spectrum of logistics needed to offer drop-in fuel solutions.

Through our combined synergies across fuel sourcing, production, logistics, and recently becoming International Sustainability & Carbon Certified biofuels supplier, we are building scalable biofuel options for the maritime industry.

Monjasa tankers enabling biofuels logistics
In 2022, our 9,600-dwt tanker, Monjasa Server, became our first vessel to successfully blend and supply B20 bio- fuel to a customer vessel off Dubai.

B20 biofuel consists of 20% biodiesel, made exclusively from cooking oil waste and 80% Very Low Sulphur Fuel Oil (VLSFO). B20 presents a good balance of cost, emissions, and equipment compatibility to immediately reduce CO2 emissions and support the decarbonisation of shipping.

Green ammonia partnership
Together with one of Europe’s largest green ammonia facilities, we are accelerating the green shipping transition.

Monjasa has partnered with Danish power-to-ammonia project, HØST PtX Esbjerg, managed by Copenhagen Infrastructure Partners (CIP) and signed a Commercial Collaboration Agreement (CCA) on logistics services and offtake of green ammonia for the maritime sector.

Promoting green fuels availability in Northwest Europe
A volume of the planned production, which is expected to be available in 2028-2030, will be reserved for Monjasa.

With this offtake agreement, Monjasa will be the first bunkering company to offer green ammonia to vessel owners in the North Sea.

Also, operating logistics solutions will allow Monjasa to learn about green ammonia handling and be in a first-mover position as the market for green fuels expands in the future. With this agreement in place, Monjasa is already able to discuss green ammonia offtake agreements with our customers.

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

- Direct emissions 64,881 tonnes CO_2 eq (2021: 64,556 tonnes CO_2 eq).

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

- Indirect emissions 325 tonnes CO_2 eq (2021: 333 tonnes CO_2 eq).

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

- Indirect emissions 24,558,964 tonnes CO_2 eq (2021: 22,127,935 tonnes CO_2 eq).

Measuring our ambitions

Ambitions & risks	What we said in 2021	What we did in 2022	Objectives for 2023
Zero oil spills.	• Enhanced emergency notification flows testing. • Real time exercises including back office and Group emergency Response Team. • Alignment of Group-wide bunker equipment handling procedures.	• Development of cargo equipment handbook with multiple internal and external stakeholders. • Development of Monjasa emergency readiness and crisis management procedure. • Completion of our annual oil spill drill programme with internal and external stakeholders in accordance with ISM requirements.	• Further testing drills on crisis scenarios. • Establish crisis management team, train members and conduct exercise. • Environmental incident reporting training. • Continue own and chartered vessel audits. • Implement cargo equipment handbook standards into procurement, operations and assurance audits.
Prioritising suppliers and business partners that share our commitment to minimise their environmental impacts.	• Digitalisation of Supplier Evaluation Form and signatory process and emphasising form completion to our frequently used suppliers.	• Optimisation of our supplier evaluation process to better engage our suppliers. • Partnering with other ISCC certified suppliers to ensure complete value chain traceability. • Development of barge evaluation and qualification process.	• Extending the scope of our supplier audit programme. • Implement newly established supplier evaluation process. • Implement barge evaluation and qualification process with relevant stakeholders.

Delivering improvements on our own climate impact.	• Implement improvements to ensure 2022 CO_2 footprint is more accurate and detailed than 2021. • EEXI + CII implementation to manage decarbonisation stairway as of 2023. • Participate in Danish Shipping's Technical Committee on development of carbon intensity indicator correction factors.	• EEXI technical files completed and approved. • SEEMP 3 plans completed and approved. • Establish energy efficiency criteria for procurement of IT equipment. • Joined Maersk Mc-Kinney-Møller Center for Zero Carbon Shipping as Mission Ambassadors. • Multiple energy efficiency improvements in accordance with continuous ISO 50001 maintenance. • Inclusion of new offices in ISO 14001 & 50001 certification scope.	• CII data recording. • Managing annual fleet reduction targets in compliance with the IMO and regional regulation. • Explore development of carbon metrics. • Increased focus on energy criteria at design stage for new office establishment.
Being an enabler in the logistics of environmentally friendly fuels.	• Establish group-wide green fuel knowledge sharing platform.	• Launch of group-wide green fuel knowledge sharing platform. • Signed collaboration agreement with Copenhagen Infrastructure Partners / HØST for green ammonia offtake contract development. • Partnered with other ISCC certified suppliers to ensure complete value chain traceability for biofuels. • Established sustainable partnerships in key markets. • Client GHG advisory meetings. • Bespoke customer CO_2 reports to increase transparency in emissions reporting.	• Achieve ISCC certifications for all relevant sites/entities. • Extensive future fuels learning programme for Traders, Operators and specialist functions. • Continue advancing availability of biogenic and hydrogen-based fuel types to support our customers. • Advisory support to customers transitioning to low-emission fuel technologies.
Delivering year on year improvements on our resource and energy consumption.	• Establish energy efficiency criteria for procurement of IT equipment. • Optimising energy performance of significant energy using facilities (SEUs).	• Establish energy efficiency criteria for procurement of IT equipment. • Engaged technical energy auditor to assess energy performance of Monjasa's significant energy using facility. • Various energy efficiency improvements in accordance with ISO 50001. • Inclusion of new Monjasa offices in ISO 14001 & 50001 certification scope.	• Implementation of recommendations from energy audit to optimise the energy efficiency of our facility. • Increased focus on energy criteria at design stage for new office establishment/relocation.

Leading Industry governance

Adapting our three-tier risk assessment approach
Claiming an industry-leading position across corporate governance requires us to work proactively and improve our concrete actions year-on-year.

To help ensure that our risk management approach can meet the needs of the ever-changing risk environment, our compliance department engaged in workshops with Deloitte's Risk Assessment & Strategy team during 2022.

Here, we identified key areas of opportunity and developed a roadmap for putting further weight behind our Group governance ambitions.

Observing and navigating across our compliance programme make such improvements possible and we have collected some of the inspiration and expected outputs from our joint collaboration.

More qualitative processes
Risk Assessment is the process of identifying hazards across businesses, including the regulatory landscape and organisational changes. For Monjasa to do this effectively, we need to be ahead of developments and having the willingness to adapt.

Here, the main task remains to identify current and relevant risks as well as new methods moving away from the matrix concept and adding more qualitative processes.

In the end, we are developing just the right measures for our own organisation. One does not fit all and we need to keep exploring how to make the right considerations.

Business understanding
Internal controls help us mitigate risk and ensure that our objectives are achieved. For our team, it is key to understand the business to fully understand existing controls and how to measure effectiveness and adaptation to new risks.

Benchmarking against other industries
Best industry practices may go beyond oil and shipping. We believe that gap analysis and benchmarks against other industries force active decisions and assessments of what is in place and what needs to be changed.

At Monjasa, our risks are changing, the regulatory landscape is changing, and we need to be on top. It therefore also felt natural to us to expand the scope and include other industries to learn from as we move forward together.

With the groundwork completed and renewed inspiration on board, our attention shifts towards the implementation of a new overall compliance risk assessment model during 2023.

Mitigating oil price risks
At Monjasa, we take a structured approach in hedging the exposure towards oil price volatility while allowing adequate operational flexibility to service our customers efficiently.

Exposure arises when the buying and selling prices are not fixed at the same time. This is the case for a part of our physical activities and a limited part of our reselling business. Hedging is done using financial instruments negatively correlating the value of the risk.

We have a dedicated department in place with advanced systems allowing them to continuously forecast, monitor and report the exposure from each business unit. This allows us to ensure consistent compliance with the Oil Price Risk Management Policy approved by the Board of Directors of Monjasa Holding.

Measuring our ambitions

Ambitions & risks	What we said in 2021	What we did in 2022	Objectives for 2023
Zero bribery & corruption practices.	• Reviewing, improving and evolving our scope and methodology on ABAC reporting.	• ABAC quiz as a refresher. Employees who scored below a certain percentage had to re-take the whole ABAC e-learning again.	• Increased use of data automation to ensure efficient, transparent and accurate ABAC reporting. • Mandatory ABAC refresher training. • Continuous review and update of the Group ABAC guidelines.
Leading the bunkering industry in anti-bribery & anti-corruption practices and governance.	• Developing and building further on established relationships and engagements as a member of IBIA, MACN and other industry forums.	• MACN participation in the fall and autumn conferences.	• Actively engaging in external networking such as MACN, WISTA and local shipping and compliance networks.
Ensuring full transparency and commitment from all counterparties on challenging bribery & corruption.	• Continue to review and evaluate processes and screening systems to ensure effectiveness and efficiency.	• KYC procedure and KYC form revised. • KYC and Supplier Evaluation separated to ensure a more efficient process. • Roll out of ABAC gift tag for Middle East and Africa.	• KYC forms required for all vendors, new and current. • ABAC gift tag rolls out for Europe, Americas and Asia • Development of a KYC app/platform.
Maintaining a robust and transparent corporate governance that safeguards the interests of Monjasa and our stakeholders.	• Implementing peer review and internal audit of compliance policies and framework. • Continue reviewing the effectiveness through ISO 9001:2015 audit of policies and procedures.	• Peer review and internal audit of compliance policies and frameworks implemented	• Best industry practice compliance programme. • Revise the Compliance risk assessment to address the new risk landscape. • Implement internal controls and monitoring practices.
Leading the oil and shipping industry in sanctions compliance and governance.	• Remaining actively informed and aware of regulatory developments, ensuring sanctions compliance and evolving our screening models, policies and procedures.	• Update of the sanction's country guides. • Monjasa corporate statement on Russia. • Sanctions refresher for all offices.	• Ongoing review of international sanctions regulations. • Update of sanctions guidelines to reflect changes in the sanction's regulation landscape. • Continue to review and update the compliance controls in the various systems. • Regional compliance/ sanctions workshops for all employees.

Being our customers' partner of choice when prioritising quality.	• Increase reporting granularity on quality issues, root cause analysis and management system improvements. • Multi-level Customer Satisfaction Survey process to include qualitative and quantitative measures from both crew from receiving vessel and customer back office.	• Established problem solving sessions with multiple relevant stakeholders with a focus on identifying corrective actions to reduce the frequency of claims. • Development of Monjasa App to provide customers with "a one stop solution from enquiry to delivery" and provide a platform for customer engagement and feedback. • Improved investigation process to identify root causes linked to dissatisfied surveys. • Implemented audit programme for critical suppliers. • Inclusion of new Monjasa offices in ISO 9001 certification scope.	• Continue claim root cause analysis. • Inclusion of customer satisfaction measurement module to the Monjasa App. • Extending the scope of our supplier audit programme. • Inclusion of new Monjasa offices in ISO certification scope.
Providing our customers and stakeholders with full transparency in their operational engagements with Monjasa.	• Use measurable elements during commercial discussions and as enabler to decision making. • Feedback loop from claims data/ customer satisfaction data to trading and OPS procedures.	• Established problem solving sessions with multiple relevant stakeholders with a focus on identifying corrective actions to reduce the frequency of claims.	• Establish a comprehensive Code of Conduct. • Evaluation framework for human rights and ethical considerations.
Complying with GDPR regulations across all Monjasa entities.	• GDPR taskforce to exercise internal reviews, internal audits, updates and risk assessment of GDPR effectiveness and compliance.	• Engaged with external partner, Bech Bruun, to audit our GDPR compliance and help establish best in class standards on GDPR compliance. To ensure future compliance, our external partners have been contracted to keep us abreast on latest developments and compliance to same.	• Implementing all updated GDPR compliance measures and raising internal awareness to ensure compliance to GDPR and responsible handling of all data, internally and externally.
Zero cybersecurity compromises in Monjasa.	• Continue educating SecOps employees. • Implement data classification and protection measures. • Segregation of employee duties and access.	• IT administrators gained Microsoft SC-200 Microsoft Security Operations Analyst and SC-300 Microsoft Identity and Access Administrator certifications. • Data protection and classification features turned on.	• Implement full governance framework following ISO 27001. • Implement Sensitivity labels and DLP (Data Loss Prevention) policies.
Leading the bunkering industry in identifying and addressing relevant risks.	(2022 activity)	• The compliance risk assessment completed, introducing the interview element against three relevant benchmarking areas: knowledge, system and culture.	• Redefine and revise the Compliance risk assessment in terms of risks to be assessed.

Ensuring best industry practices through effective internal control mechanisms.	(2022 activity)	• The compliance team engaged in three workshops with Deloitte on risk landscape, internal controls and internal audit/best practices.	• Develop and implement a comprehensive internal audit programme which includes control mechanisms, monitoring and testing.
Maintain the highest level of awareness among all employees.	(2022 activity)	• ABAC refresher quiz via e-learning. • Mandatory sanctions refresher. • Compliance onboarding for all new employees. • Continuous email circulation as and when required.	• Develop and implement a compliance onboarding e-learning which will include general compliance, ABAC and AML. • Regional compliance/sanctions workshops for all employees.

Promoting people and relations

An inclusive mindset for diversity to thrive
We are reinforcing our commitment to cultivate and sustain a diverse and inclusive workplace where everyone feels valued through our Group-wide Inclusiveness theme in 2022.

The Group-wide inclusiveness initiative, launched in 2021 and further developed in 2022, functions as the overarching theme for all our initiatives to cultivate diversity, equity, and inclusion and is one of the main objectives under our Promoting People and Relations pillar in our Responsibility agenda.

Facilitating Group-wide workshops on inclusiveness
Endeavour has a global workforce of around 50 nationalities, and we pride ourselves in being a diverse workplace with people of different backgrounds and beliefs. We are of the conviction that having an inclusive organisation leads to a healthy work environment, where our people, regardless of differences, feel welcome, valued, and thrive. It is imperative for us to have a diverse and inclusive culture that is centred upon our value of Respect.

In 2022, to progress our work on the inclusiveness theme, we facilitated mandatory Group-wide Inclusiveness workshops, to heighten our employee's consciousness towards this important agenda. Based on casework, the workshops included topics such as bringing awareness to our own biases and offered a safe space for our employees to share and discuss individual perceptions and beliefs.

Providing equal opportunities
Endeavour is committed to providing equal opportunities to all employees. We believe in harnessing the power of education in uncovering unconscious bias to mitigate any unfair practices in the workplace. We therefore recruit and promote employees, solely based on merit rather than focusing on gender equality.

Addressing gender diversity
In 2022, we were composed of 30% female employees in the organisation (2021: 31%). Excluding RelateIT, the female composition of employees is 37% (2021: 38%).

The female representation of managers in the group decreased slightly from 22% in 2021 to 21% in 2022. Excluding RelateIT, the female composition of managers is 23%.

While we are aware that the gender composition at manager/management levels is disproportionate to our overall employee gender ratio, we remain steadfast in our view that the most competent and suitable candidates have been selected for the job.

It is our policy to cultivate a diverse and inclusive work- force through cultural and structural means. We do so by mitigating unconscious bias, as we believe that this fuels an organizational culture that is curious, willing to question misconceptions, naturally giving rise to a more diverse representation across the organisation, including the management level. At the same time, we will continue to work on improving procedural fairness in terms of recruitment process, employee development and promotion opportunities.

Future outlook
Looking ahead, we will continue to build the foundation of our inclusiveness theme by facilitating Group-wide workshops promoting inclusiveness and mitigating unconscious bias, as well as progress the diversity and inclusion agenda in the industry by engaging with external relations. We will also commence cultural awareness workshops towards the end of 2023.

Measuring our ambitions

Ambitions & risks	What we said in 2021	What we did in 2022	Objectives for 2023
Global attractive employer that develops and retains its talents.	• Further empower managers to use Peakon as continuous listening tool for employee engagement and retention.	• Provided further training to managers in using Peakon as continuous listening tool for employee engagement and retention. • Sent eight Monjasa leaders to participate in inaugural Connected Leadership programme. • Facilitated global Leadership workshop for more than 30 leaders across Monjasa group. • Participated in Deloitte's Best Managed Companies.	• Anchor use of Peakon as continuous listening tool among managers. • Send 24 leaders on Connected Leadership programme. • Continue to participate in Deloitte's Best Managed Companies programme.
Develop pipeline competencies in the industry.	• Recruit 5-10 MOST colleagues. • Provide presenters, course and exam material for Danish Shipping Education's course 'Energy and Fuel'.	• Recruited eight MOSTrainees in 2022. • Worked closely together with Danish Shipping Academy and provided presenters, course and exam material for Danish Shipping Education's course 'Energy and Fuel'. • Facilitated global Senior Trader workshop as part of a Senior Trader Learning Programme.	• Recruit 12-14 MOSTrainees. • Finalise first full course in "Energy and Fuel" and evaluate according to objectives, Danish Shipping Education. • Update global MOST programme as industry and organisation evolve. • Collaborate with business colleges in Denmark such as IBC and Niels Brock.
Provide equal access to learning opportunities.	• Anchor use of communities and webinars in curating and aligning learning content across our organisation to ensure knowledge sharing regardless of geographical location.	• Anchored use of communities in various segments of the organisation in curating and aligning learning content across our organisation to ensure knowledge sharing regardless of geographical location. • Facilitated 'Bunker Knowledge Course' in Panama open to all employees in Monjasa.	• Continue development of on-demand learning content on Monjasa's Digital Learning Platform. • Conduct annual 'Bunker Knowledge courses' in both Dubai and Panama. • Implement a Learning Management System that provides further transparency and access to learning opportunities.
Provide equal opportunities for recruitment, development and promotion.	• Evaluate and work with results from EES on this topic. • Develop and communicate clear, fair and transparent processes. • Implement global framework on total	• Introduced global All Onboard concept that provides further transparency on Monjasa offerings of Pay, Benefits, Career and Well-being to our people, ensuring that we are consistent with our guiding principles of 'evolving,	• Continue roadmap on All Onboard that provides transparency on recruitment, development and promotion processes. • Further anchoring career tracks in our main job roles.

	rewards to ensure fair and transparent processes.	inclusive, fair, rewarding and joint responsibility'.	
Cultivate a diverse and inclusive workforce where all feel valued.	• Facilitate Group-wide workshops on inclusiveness and unconscious bias. • Improve recruitment tools and process to cultivate diversity and inclusion efforts.	• Facilitated Group-wide workshops on Inclusiveness. • Launched Diversity & Inclusion survey.	• Continue facilitating Group-wide workshops promoting Inclusiveness. • Develop global workshops in Cultural Awareness. • Work with results on Diversity & Inclusion survey.
Zero tolerance towards bullying, harassment and discrimination.	• Sharpen measurement tools and frequency to ensure targeted focus on related issue.	• Included questions related to discrimination in global Diversity & Inclusion survey.	• Enhance focus on our zero tolerance by incorporating in onboarding programme and Business Knowledge Assessment for all employees.
Progress the diversity and inclusion agenda in the industry by engaging with external relations.	• Continue to engage in working groups that follow our commitment to the Charter for more women in shipping.	• Participated in 'Moving Forward Together' event organised by WIS-Denmark and Maersk Tankers.	• Select key partners to progress diversity and inclusion agenda.
Zero fatalities in our offices and onboard our vessels.	• Establish reporting channels with our ship management company, Montec, to enable HSEQ statistics transparency.	• Focus on strengthening collaborative response with stakeholders to ensure sufficient support and prevent escalation during crises/incidents. • Conducted HSEQ audit for most critical outsourced service providers. • Conducted live drills and test emergency notification flows. • Focus on employee participation to foster positive OHS culture through working environment committees. • Dedicated risk assessments for vulnerable employee groups. • Inclusion of new Monjasa offices in ISO 45001 certification scope.	• Continue own and chartered vessel audits programme. • Implement Crisis Management Team procedure and training for key stakeholders and Monjasa.
Report and investigate all incidents and implement corrective actions.	• Group wide implementation of digitalised HSEQ event reporting database.	• Enhance reporting app to improve accessibility across various platforms.	• Health and safety awareness training.

Monjasa continues to be a great place to work, we live our values and care for each other.	• Evaluate and work with results from Employee Engagement Survey (EES) across all Monjasa offices.	• Regional business leaders engaged local teams together with HR Business Partners on regional priority areas. • Achieved Engagement score of 8.5/10 in 2022, Net Promoter Score of 60. • Launched performance dialogue tool that links Monjasa values with competencies and behavioural indicators.	• Work with 2022 EES results on group and regional levels. • Further educate managers in using competencies and behavioural indicators.
Establish partnerships which make a real difference and leave a visible impact in the local communities.	• Launch extended partnership with FANT in West Africa and increase internal awareness of Group partnerships to drive sustainable local development.	• Launched Connected Leadership programme in close collaboration with FANT in Sierra Leone. First batch of eight participants completed the course.	• Handover the Connected Leadership programme to FANT, so the sustainable business can generate access to new sources of capital.
Employees actively supporting local partnerships and communities where Monjasa operates.	• Continually improve employee engagement and achieve 50% of employees acting as vehicle for sustainable development by 2023.	• Continued support to the Smile Train charity, including a total of 99 donations enabled through cross-office employee participation in official runs.	• Continually improve employee engagement and achieve 50% of employees acting as vehicle for sustainable development by 2023.

Events after the balance sheet date

As of the date of signing this annual report, Management is not aware of any material changes in the business, except for the repayment of the remaining long-term debt as of 22 February 2023.

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

Consolidated income statement for 2022

	Notes	2022 USD'000	2021 USD'000
Revenue	2	5,472,187	3,228,857
Other operating income		1,067	547
Cost of sales		(5,187,122)	(3,125,823)
Other external expenses	3	(27,543)	(17,368)
Gross profit/loss		**258,589**	**86,213**
Staff costs	4	(63,468)	(48,370)
Depreciation, amortisation and impairment losses	5	(10,367)	(9,322)
Operating profit/loss		**184,754**	**28,521**
Other financial income	6	4,393	1,124
Other financial expenses	7	(8,490)	(6,304)
Profit/loss before tax		**180,657**	**23,341**
Tax on profit/loss for the year	8	(11,074)	(3,016)
Profit/loss for the year	9	**169,583**	**20,325**

Consolidated balance sheet at 31.12.2022

Assets

	Notes	2022 USD'000	2021 USD'000
Completed development projects	11	2,540	2,431
Acquired intangible assets		13	29
Goodwill		1,048	1,435
Intangible assets	10	**3,601**	**3,895**
Land and buildings		23,096	7,847
Ships		60,945	56,239
Other fixtures and fittings, tools and equipment		3,792	2,855
Leasehold improvements		1,769	2,166
Property, plant and equipment	12	**89,602**	**69,107**
Other investments		325	346
Deposits		2,278	1,350
Financial assets	13	**2,603**	**1,696**
Fixed assets		**95,806**	**74,698**
Manufactured goods and goods for resale		92,336	43,722
Inventories		**92,336**	**43,722**

Trade receivables		438,732	309,883
Receivables from associates		3,203	4,475
Deferred tax	14	1,251	2,296
Other receivables		16,524	9,980
Tax receivable		972	2,559
Prepayments	15	4,040	3,714
Receivables		**464,722**	**332,907**
Cash		**44,330**	**44,075**
Current assets		**601,388**	**420,704**
Assets		**697,194**	**495,402**

Equity and liabilities

	Notes	2022 USD'000	2021 USD'000
Contributed capital		19	19
Reserve for development costs		1,981	1,896
Retained earnings		322,874	154,233
Equity belonging to Parent's shareholders		**324,874**	**156,148**
Equity belonging to minority interests		**1,866**	**1,223**
Equity		**326,740**	**157,371**
Other provisions	16	191	234
Provisions		**191**	**234**
Bank loans		16,301	21,565
Lease liabilities		0	725
Non-current liabilities other than provisions		**16,301**	**22,290**
Bank loans		12,255	65,936
Lease liabilities		0	357
Prepayments received from customers		2,397	1,107
Trade payables		311,957	224,441
Payables to associates		0	2,155
Tax payable		14,638	10,044
Other payables		12,715	11,467
Current liabilities other than provisions		**353,962**	**315,507**
Liabilities other than provisions		**370,263**	**337,797**
Equity and liabilities		**697,194**	**495,402**

Events after the balance sheet date	1
Financial instruments	18
Unrecognised rental and lease commitments	19
Contingent liabilities	20
Assets charged and collateral	21
Transactions with related parties	22
Subsidiaries	23

Consolidated statement of changes in equity for 2022

	Contributed capital USD'000	Reserve for development costs USD'000	Retained earnings USD'000	Equity belonging to Parent's shareholders USD'000	Equity belonging to minority interests USD'000
Equity beginning of year	19	1,896	154,233	156,148	1,223
Exchange rate adjustments	0	0	(214)	(214)	0
Transfer to reserves	0	85	(85)	0	0
Profit/loss for the year	0	0	168,940	168,940	643
Equity end of year	**19**	**1,981**	**322,874**	**324,874**	**1,866**

	Total USD'000
Equity beginning of year	157,371
Exchange rate adjustments	(214)
Transfer to reserves	0
Profit/loss for the year	169,583
Equity end of year	**326,740**

Consolidated cash flow statement for 2022

	Notes	2022 USD'000	2021 USD'000
Operating profit/loss		184,754	28,521
Amortisation, depreciation and impairment losses		10,367	9,322
Working capital changes	17	(100,878)	(20,113)
Cash flow from ordinary operating activities		**94,243**	**17,730**
Financial income received		4,393	1,124
Financial expenses paid		(5,712)	(4,735)
Taxes refunded/(paid)		(1,632)	(2,150)
Cash flows from operating activities		**91,292**	**11,969**
Acquisition etc. of intangible assets		(1,759)	(1,122)
Acquisition etc. of property, plant and equipment		(36,348)	(13,196)
Sale of property, plant and equipment		7,583	1,280
Acquisition of fixed asset investments		(1,130)	0
Sale of fixed asset investments		193	0
Cash flows from investing activities		**(31,461)**	**(13,038)**
Free cash flows generated from operations and investments before financing		**59,831**	**(1,069)**
Loans raised		0	34,396
Repayments of loans etc.		(58,945)	0
Reduction of lease commitments		(1,082)	(253)
Change in receivables/loans to associates		(883)	59
Cash flows from financing activities		**(60,910)**	**34,202**
Increase/decrease in cash and cash equivalents		**(1,079)**	**33,133**

Cash and cash equivalents beginning of year	44,075	10,397
Currency translation adjustments of cash and cash equivalents	1,334	545
Cash and cash equivalents end of year	**44,330**	**44,075**

Cash and cash equivalents at year-end are composed of:

Cash	44,330	44,075
Cash and cash equivalents end of year	**44,330**	**44,075**

Notes to consolidated financial statements

1 Events after the balance sheet date

As of signing of this annual report, Management is not aware of any material changes in the business, except for the repayment of the remaining long term debt as of 22 February 2023.

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

2 Revenue

	2022 USD'000	2021 USD'000
Oil	5,438,294	3,196,220
Offshore wind	11,086	10,690
Other	22,807	21,947
Total revenue by activity	**5,472,187**	**3,228,857**

3 Fees to the auditor appointed by the Annual General Meeting

	2022 USD'000	2021 USD'000
Statutory audit services	455	414
Tax services	126	307
Other services	40	106
	621	**827**

4 Staff costs

	2022 USD'000	2021 USD'000
Wages and salaries	60,816	45,946
Pension costs	1,780	1,875
Other social security costs	872	549
	63,468	**48,370**
Average number of full-time employees	**653**	**571**

According to section 98b, subsection 3 of the Danish Financial Statements Act information on management's remuneration is not disclosed.

5 Depreciation, amortisation and impairment losses

	2022 USD'000	2021 USD'000
Amortisation of intangible assets	1,742	1,649
Depreciation on property, plant and equipment	8,625	8,471
Impairment losses on property, plant and equipment	0	(798)
	10,367	**9,322**

6 Other financial income

	2022 USD'000	2021 USD'000
Other financial income	4,393	1,124
	4,393	**1,124**

7 Other financial expenses

	2022 USD'000	2021 USD'000
Other interest expenses	0	372
Exchange rate adjustments	1,046	1,559
Other financial expenses	7,444	4,373
	8,490	**6,304**

8 Tax on profit/loss for the year

	2022 USD'000	2021 USD'000
Current tax	7,813	446
Change in deferred tax	(349)	1,428
Adjustment concerning previous years	3,610	1,142
	11,074	**3,016**

9 Proposed distribution of profit/loss

	2022 USD'000	2021 USD'000
Retained earnings	168,940	20,202
Minority interests' share of profit/loss	643	123
	169,583	**20,325**

10 Intangible assets

	Completed development projects USD'000	Acquired intangible assets USD'000	Goodwill USD'000
Cost beginning of year	9,191	29	3,634
Exchange rate adjustments	(46)	(1)	(208)
Additions	1,673	0	86
Disposals	(2,617)	(13)	0
Cost end of year	**8,201**	**15**	**3,512**
Amortisation and impairment losses beginning of year	(6,760)	0	(2,199)
Exchange rate adjustments	3	1	89
Amortisation for the year	(1,385)	(3)	(354)
Reversal regarding disposals	2,481	0	0
Amortisation and impairment losses end of year	**(5,661)**	**(2)**	**(2,464)**
Carrying amount end of year	**2,540**	**13**	**1,048**

11 Development projects

Development projects include development of software platforms for internal and external use. The development projects essentially consist of costs in the form of direct salaries and other costs, which are recorded through the company's internal project module.

The carrying amount of completed and in progress development projects is DKK 2.5 million at 31.12.2022 (compared to DKK 2.4 million at 31.12.2021). The platform is expected to bring competitive advantages and thus increase in the level of activity profit.

12 Property, plant and equipment

	Land and buildings USD'000	Ships USD'000	Other fixtures and fittings, tools and equipment USD'000	Leasehold improvements USD'000
Cost beginning of year	12,393	106,527	11,020	3,758
Exchange rate adjustments	0	(2,020)	(51)	(124)
Additions	16,715	16,783	2,751	99
Disposals	(1,407)	(5,305)	(705)	(166)
Cost end of year	**27,701**	**115,985**	**13,015**	**3,567**
Depreciation and impairment losses beginning of year	(4,546)	(50,288)	(8,165)	(1,592)
Exchange rate adjustments	0	961	31	11
Depreciation for the year	(817)	(6,305)	(1,157)	(346)
Reversal regarding disposals	758	592	68	129
Depreciation and impairment losses end of year	**(4,605)**	**(55,040)**	**(9,223)**	**(1,798)**
Carrying amount end of year	**23,096**	**60,945**	**3,792**	**1,769**

13 Financial assets

	Other investments USD'000	Deposits USD'000
Cost beginning of year	346	1,350
Exchange rate adjustments	(18)	(12)
Additions	0	1,130
Disposals	(3)	(190)
Cost end of year	**325**	**2,278**
Carrying amount end of year	**325**	**2,278**

14 Deferred tax

Changes during the year	2022 USD'000	2021 USD'000
Beginning of year	2,296	4,360
Change during the year	349	(1,429)
Adjustment concerning previous years recognised in the income statement	0	(442)
Adjustment concerning previous years	(1,394)	(193)
End of year	**1,251**	**2,296**

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

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

16 Other provisions
Provisions include, amongst others, the expected loss risk on pending court cases.

17 Changes in working capital

	2022 USD'000	2021 USD'000
Increase/decrease in inventories	(48,614)	(1,456)
Increase/decrease in receivables	(135,718)	(125,912)
Increase/decrease in trade payables etc.	83,454	107,255
	(100,878)	**(20,113)**

18 Derivative financial instruments
Derivatives used for fair value hedging of inventory
Derivatives maturing within 0-3 months with a net volume of 31 MTS'000 amount to USD -651t at 31 December 2022 (2021: USD 338t).

Derivatives used for fair value hedging of firm commitments
Derivatives maturing within 0-3 months with a net volume of 26 MTS'000 amount to USD 233t at 31 December 2022 (2021: USD 420t).

Derivatives maturing within 3-12 months with a net volume of 17 MTS'000 amount to USD -45t at 31 December 2022 (2021: USD 1,112t).

Firm commitments
The Group has no unhedged firm commitments.

19 Unrecognised rental and lease commitments
The Group has assumed operating lease obligations which at 31 December 2022 amounts to USD 21.2m (2021: USD 13.8m) in the period of non-terminability of up to 66 months (2021: 84 months).

The Group has assumed charter hire obligations which at 31 December 2022 amount to USD 21.4m (2021: USD 16.1m).

20 Contingent liabilities

The Parent and the Danish subsidiaries participate in a Danish joint taxation arrangement in which serves as the administration company. According to the joint taxation provisions of the Danish Corporation Tax Act, the Parent and the Danish subsidiaries are therefore liable for income taxes etc. for the jointly taxed entities, and also for obligations, if any, relating to the withholding of tax on interest, royalties and dividends for the jointly taxed entities. The jointly taxed entities' total known net liability under the joint taxation arrangement is disclosed in the administration company's financial statements.

21 Assets charged and collateral

The company and its subsidiaries have issued guarantees towards financial institutions in respect of loans which amount to USD 26 mUSD at the balance sheet date (2021: 84 mUSD).

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

22 Non-arm’s length related party transactions

Only non-arm's length related party transactions are disclosed in the annual report. No such transactions were conducted during the financial year.

23 Subsidiaries

	Registered in	Ownership %
Monjasa Holding A/S	Fredericia, Denmark	100.00
Downstream Holding A/S	Fredericia, Denmark	100.00
Monjasa A/S	Fredericia, Denmark	100.00
RelateIT Holding A/S	Fredericia, Denmark	80.00
RelateIT A/S	Odense, Denmark	80.00
RelateIT DMCC	Dubai, United Arabic Emirates	80.00
XtensionIT ApS	Odense, Denmark	80.00
Monjasa DMCC	Dubai, United Arabic Emirates	100.00
Monjasa Chartering DMCC	Dubai, United Arabic Emirates	100.00
Monjasa Chartering II DMCC	Dubai, United Arabic Emirates	100.00
Monjasa Chartering III DMCC	Dubai, United Arabic Emirates	100.00
Montec Ship Management DMCC	Dubai, United Arabic Emirates	100.00
Monjasa Marine LLC	Dubai, United Arabic Emirates	49.00
Monjasa Pte Ltd	Singapore	100.00
Monjasa S.A	Panama, Panama	100.00
Monjasa MHQ S.A	Panama, Panama	100.00
Monjasa PTY, S.A.	Panama, Panama	100.00
Monjasa S.A. de C.V.	Mexico City, Mexico	100.00
Monjasa Combustíveis Ltda	Rio de Janeiro, Brazil	100.00
Monjasa C.I.S.A.S	Bogotá D.C., Colombia	100.00
Biamark (PTY) Ltd	Windhoek, Namibia	55.00

	Registered in	Ownership %
Monjasa LTD	London, United Kingdom	100.00
Monjasa LTD (Gibraltar)	Gibraltar	100.00
Logistics Holding A/S	Fredericia, Denmark	100.00
African Shipping ApS	Fredericia, Denmark	100.00
Monjasa Chaser ApS	Fredericia, Denmark	100.00
Monjasa Sprinter ApS	Fredericia, Denmark	100.00
Monjasa Provider ApS	Fredericia, Denmark	100.00
Monjasa Chartering ApS	Fredericia, Denmark	100.00
Energizer Shipping ApS	Fredericia, Denmark	100.00
Monjasa Nordics ApS	Fredericia, Denmark	100.00
C-bed I ApS	Fredericia, Denmark	100.00
C-bed Holding A/S	Fredericia, Denmark	100.00
Monjasa Inc	Connecticut, USA	100.00
First Arctic A/S	Fredericia, Denmark	100.00
Multiple Holding ApS	Fredericia, Denmark	100.00
Endeavour Cells ApS	Fredericia, Denmark	100.00
AHA Livestage ApS	Fredericia, Denmark	100.00
AHA Creations ApS	Fredericia, Denmark	100.00
Strevelinsvej 34, Fredericia ApS	Fredericia, Denmark	100.00
Forever& ApS	Fredericia, Denmark	100.00
Prime Properties Ltd	Dubai, UAE	100.00

Parent income statement for 2022

	Notes	2022 USD'000	2021 USD'000
Other external expenses		(121)	(38)
Gross profit/loss		**(121)**	**(38)**
Staff costs	1	(102)	(87)
Operating profit/loss		**(223)**	**(125)**
Income from investments in group enterprises		169,850	20,337
Other financial income	2	50	0
Other financial expenses	3	(34)	(1,299)
Profit/loss before tax		**169,643**	**18,913**
Tax on profit/loss for the year	4	(23)	438
Profit/loss for the year	5	**169,620**	**19,351**

Parent balance sheet at 31.12.2022

Assets

	Notes	2022 USD'000	2021 USD'000
Investments in group enterprises		323,764	156,914
Financial assets	6	**323,764**	**156,914**
Fixed assets		**323,764**	**156,914**
Receivables from group enterprises		3,114	506
Tax receivable		405	502
Receivables		**3,519**	**1,008**
Current assets		**3,519**	**1,008**
Assets		**327,283**	**157,922**

Equity and liabilities

	Notes	2022 USD'000	2021 USD'000
Contributed capital		19	19
Reserve for net revaluation according to equity method		265,770	99,093
Retained earnings		61,432	58,489
Equity		**327,221**	**157,601**
Trade payables		20	15
Payables to group enterprises		17	282
Other payables		25	24
Current liabilities other than provisions		**62**	**321**
Liabilities other than provisions		**62**	**321**
Equity and liabilities		**327,283**	**157,922**
Contingent liabilities	7		
Related parties with controlling interest	8		
Transactions with related parties	9		

Parent statement of changes in equity for 2022

	Contributed capital USD'000	Reserve for net revaluation according to the equity method USD'000	Retained earnings USD'000	Total USD'000
Equity beginning of year	19	99,093	58,489	157,601
Profit/loss for the year	0	166,677	2,943	169,620
Equity end of year	**19**	**265,770**	**61,432**	**327,221**

Notes to parent financial statements

1 Staff costs

	2022 USD'000	2021 USD'000
Wages and salaries	95	81
Pension costs	7	6
	102	**87**

Average number of full-time employees	**1**	**1**

2 Other financial income

	2022 USD'000	2021 USD'000
Financial income from group enterprises	50	0
	50	**0**

3 Other financial expenses

	2022 USD'000	2021 USD'000
Financial expenses from group enterprises	0	5
Other interest expenses	5	0
Exchange rate adjustments	29	1,294
	34	**1,299**

4 Tax on profit/loss for the year

	2022 USD'000	2021 USD'000
Current tax	(405)	(41)
Adjustment concerning previous years	428	(397)
	23	**(438)**

The adjustment concerning previous years relates primarily to the reallocation of joint taxation.

The development in income tax is related to recognition of tax loss carry forward utilised within the Endeavour Invest ApS Group.

5 Proposed distribution of profit and loss

	2022 USD'000	2021 USD'000
Retained earnings	169,620	19,351
	169,620	**19,351**

6 Financial assets

	Investments in group enterprises USD'000
Cost beginning of year	57,994
Cost end of year	**57,994**
Revaluations beginning of year	98,920
Exchange rate adjustments	(180)
Share of profit/loss for the year	170,030
Dividend	(3,000)
Revaluations end of year	**265,770**
Carrying amount end of year	**323,764**

A specification of investments in subsidiaries is evident from the notes to the consolidated financial statements.

7 Contingent liabilities

The Entity serves as the administration company in a Danish joint taxation arrangement. 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 also for obligations, if any, relating to the withholding of tax on interest, royalties and dividends for these entities.

8 Related parties with controlling interest

Anders Østergaard, Dubai owns all shares in the Entity, thus exercising control.

9 Non-arm’s length related party transactions

Only non-arm's length related party transactions are disclosed in the annual report. No such transactions were conducted during the financial year.

Accounting policies

Reporting class

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

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

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.

Consolidated financial statements

The consolidated financial statements comprise the Parent and the group enterprises (subsidiaries) that are controlled by the Parent. Control is achieved by the Parent, either directly or indirectly, holding more than 50% of the voting rights or in any other way possibly or actually exercising controlling influence. Enterprises in which the Group, directly or indirectly, holds between 20% and 50% of the voting rights and exercises significant, but not controlling influence, are regarded as associates.

Basis of consolidation

The consolidated financial statements are prepared on the basis of the financial statements of the Parent and its subsidiaries. The consolidated financial statements are prepared by combining uniform items. On consolidation, intra-group income and expenses, intra-group accounts and dividends as well as profits and losses on transactions between the consolidated enterprises are eliminated. The financial statements used for consolidation have been prepared applying the Group's accounting policies.

Subsidiaries' financial statement items are recognised in full in the consolidated financial statements.

Investments in subsidiaries are offset at the pro rata share of such subsidiaries' net assets at the takeover date, with net assets having been calculated at fair value.

Foreign currency translation

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Receivables, payables and other monetary items denominated in foreign currencies that have not been settled at the balance sheet date are translated using the exchange rate at the balance sheet date. Exchange differences that arise between the rate at the transaction date and the rate in effect at the payment date, or the rate at the balance sheet date, are recognised in the income statement as financial income or financial expenses.

When recognising foreign subsidiaries and associates that are independent entities, the income statements are translated at average exchange rates for the months that do not significantly deviate from the rates at the transaction date. Balance sheet items are translated using the exchange rates at the balance sheet date. Goodwill is considered belonging to the independent foreign entity and is translated using the exchange rate at the balance sheet date. Exchange differences arising out of the translation of foreign subsidiaries' equity at the beginning of the year at the balance sheet date exchange rates and out of the translation of income statements from average rates to the exchange rates at the balance sheet date are recognised directly in translation reserve in equity.

Exchange adjustments of outstanding accounts with independent foreign subsidiaries, which are considered part of the total investment in the subsidiary in question, are recognised directly in translation reserve in equity.

When recognising foreign subsidiaries that are integral entities, monetary assets and liabilities are translated using the exchange rates at the balance sheet date. Non-monetary assets and liabilities are translated at the exchange rate at the time of acquisition or the time of any subsequent revaluation or writedown. The items of the income statement are translated at the average rates of the months; however, items deriving from non-monetary assets and liabilities are translated using the historical rates applicable to the relevant non-monetary items.

Derivative financial instruments

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

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

Income statement

Revenue

Revenue from oil activities, chartering and other services is recognised in the income statement when the sale is considered effected based on the following criteria:
• delivery has been made before year end;
• a binding sales agreement has been made;
• the sales price has been determined and payment has been received or may with reasonable certainty be expected to be received.

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

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, adjusted for ordinary inventory writedowns.

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 wages and salaries, 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.

Income from investments in group enterprises
Income from investments in group enterprises comprises the pro rata share of the individual enterprises' profit/loss after full elimination of intra-group profits or losses.

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 as well as 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 as well as 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.

Balance sheet

Goodwill

Goodwill is the positive difference between cost and fair value of assets and liabilities arising from acquisi-tions. Goodwill is amortised straight-line over its estimated useful life, which is fixed based on the experience gained by Management for each business area. Useful life is determined based on an assessment of whether the amount of goodwill includes intangible resources of a temporary nature that cannot be separated and recognised as separate assets. If the useful life cannot be estimated reliably, it is fixed at 10 years. Useful lives are reassessed annually. The amortisation periods used are 5-10 years.

Goodwill is written down to the lower of recoverable amount and carrying amount.

Intellectual property rights etc.

Intellectual property rights etc comprise development projects completed and in progress with related intel-lectual property rights, acquired intellectual property rights and prepayments for intangible assets.

Intellectual property rights acquired are measured at cost less accumulated amortisation. Patents are amor-tised over their remaining duration, and licences are amortised over the term of the agreement.
The amortisation periods used are 5-8 years.

Intellectual property rights etc are written down to the lower of recoverable amount and carrying amount.

Intellectual property rights acquired are measured at cost less accumulated amortisation. Patents are amortised over their remaining duration, and licences are amortised over the term of the agreement.

Intellectual property rights etc. are written down to the lower of recoverable amount and carrying amount.

Property, plant and equipment

Building, ships and 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
Buildings	20-50 years
Other fixtures and fittings, tools and equipment	3-8 years
Leasehold improvements	4-5 years
Ships	2-17 years

For leasehold improvements and assets subject to finance leases, the depreciation period cannot exceed the contract period.

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.

Investments in group enterprises
In the parent financial statements, investments in group enterprises are recognised and measured according to the equity method. This means that investments are measured at the pro rata share of the enterprises' equity value plus unamortised goodwill and plus or minus unrealised intra-group profits and losses. Refer to the above section on business combinations for more details about the accounting policies used on acquisi-tions of investments in group enterprises.

Goodwill is calculated as the difference between cost of the investments and fair value of the pro rata share of assets and liabilities acquired. Goodwill is amortised straigth-line over its estimated useful life, which is fixed based on the experience gained by Management for each business area. Useful life is determined based on an assessment of whether the enterprises are strategically acquired enterprises with a strong market position and a long-term earnings profile and whether the amount of goodwill includes intangible resources of a temporary nature that cannot be separated and recognised as separate assets. If the useful life cannot be estimated reliably, it is fixed at 10 years. Useful lives are reassessed annually. The amortisation periods used are 5-10 years.

Investments in group enterprises are written down to the lower of recoverable amount and carrying amount.

Other investments
Other investments and deposits are measured at cost price.

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

The cost price of inventories whose fair value is effectively hedged from derivative financial instruments is adjusted for the change in fair value attributable to the hedged risk.

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

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

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 or the planned settlement of each liability.

Deferred tax assets, including the tax base of tax loss carry forwards, 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.

Tax payable or receivable
Current tax payable or receivable is recognised in the balance sheet, stated as tax computed on this year's taxable income, 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.

Minority interests
On initial recognition, minority interests are measured at the minority interests' share of the acquiree's net assets measured at fair value. No goodwill related to the minority interests' equity interests in the acquiree is recognised.

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

Lease liabilities
Lease commitments 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 commitments 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.

Prepayments received from customers
Prepayments received from customers comprise amounts received from customers prior to delivery of the goods agreed or completion of the service agreed.

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

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

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

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

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

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