ESG-REPORT 2025



GOLF&MACHINES

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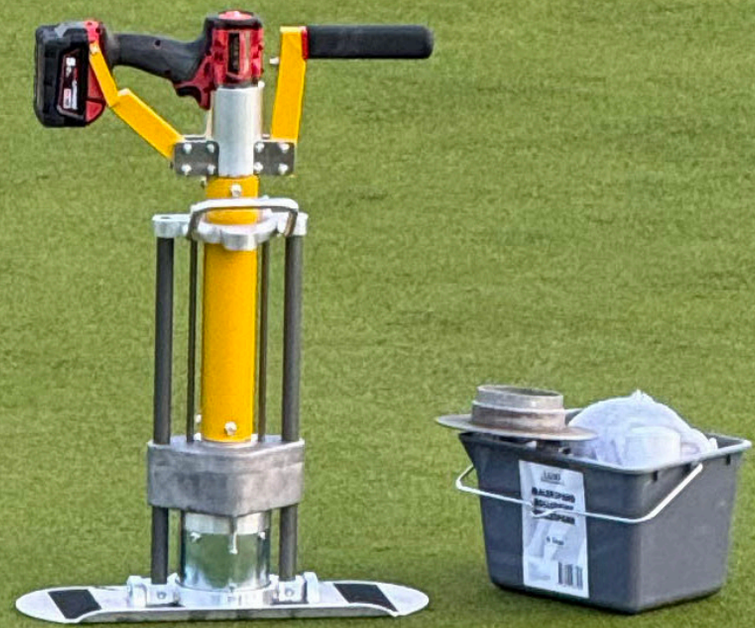
Golf holes worldwide

Worldwide, there are 544,866 golf holes across 38,081 golf courses. The United States is the world's largest golf market, with 16,156 golf courses.

Golf holes are moved regularly to distribute wear across the greens and ensure optimal playing conditions. This means that new holes are cut every day on golf courses around the world, creating a need for efficient, precise and ergonomic solutions for greenkeepers.
Source: The R&A, Golf Around the World – Fourth Edition (2021).



This report was developed with support from
Danmarks
Erhvervsfremmebestyrelse

Innovation starts with people

We are proud to present our first ESG report.

Since the very beginning, our approach has remained the same. We develop products because we identify a challenge that needs to be solved. Our goal has always been to make work easier for the people who use our products while making the best possible use of resources. Only then do we consider whether there is a market for the product – and fortunately, there has been.

The foundation of our company was the development of our electric hole cutter. The idea came from a conversation with a greenkeeper who told us about the physical strain caused by the manual hole cutters traditionally used to cut holes on the green. In the same way, the O-System was developed when we identified a need for a solution that would keep flagsticks stable, extend the service life of the products, and reduce material consumption.

For us, innovation is not only about products. It is also about people. We strive to build a company where there is room for diversity and where people who may have struggled to find the right place elsewhere are given the opportunity to contribute. A good working environment and a strong sense of community are important to us because we believe that the best solutions are created by people who enjoy what they do.

We also place great importance on our relationships with our suppliers. We value long-term relationships and close partnerships that allow us to grow and develop together. In this way, we continuously improve both our processes and our products.

Our ambition is to become the global leader in hole cutters for the golf industry and the leading supplier of flagstick solutions in Europe through our O-System. We therefore protect our key innovations through patents, allowing us to continue developing new solutions and strengthen our position in the market.

I hope this report provides you with valuable insight into who we are, what we stand for and how we work.

I hope you enjoy reading this report.

Finn Skade Hansen
CEO
Golf & Machines ApS





B1. Basis of the report

This report covers the financial year from 1 January 2025 to 31 December 2025. It follows the structure of the EU's Voluntary Sustainability Reporting Standard for SMEs (VSME), Basic Module, with selected disclosures from Section G of the Comprehensive Module. Due to confidentiality, we have omitted revenue information and are therefore unable to report CO_2 intensity under B3.

This ESG report is our first comprehensive attempt to describe and document how responsibility is already embedded in our daily operations. We have chosen to report in accordance with the Basic Module, as it reflects who we are as a company: committed, responsible and ambitious, without claiming to have a level of data or formalisation that is not yet fully in place.

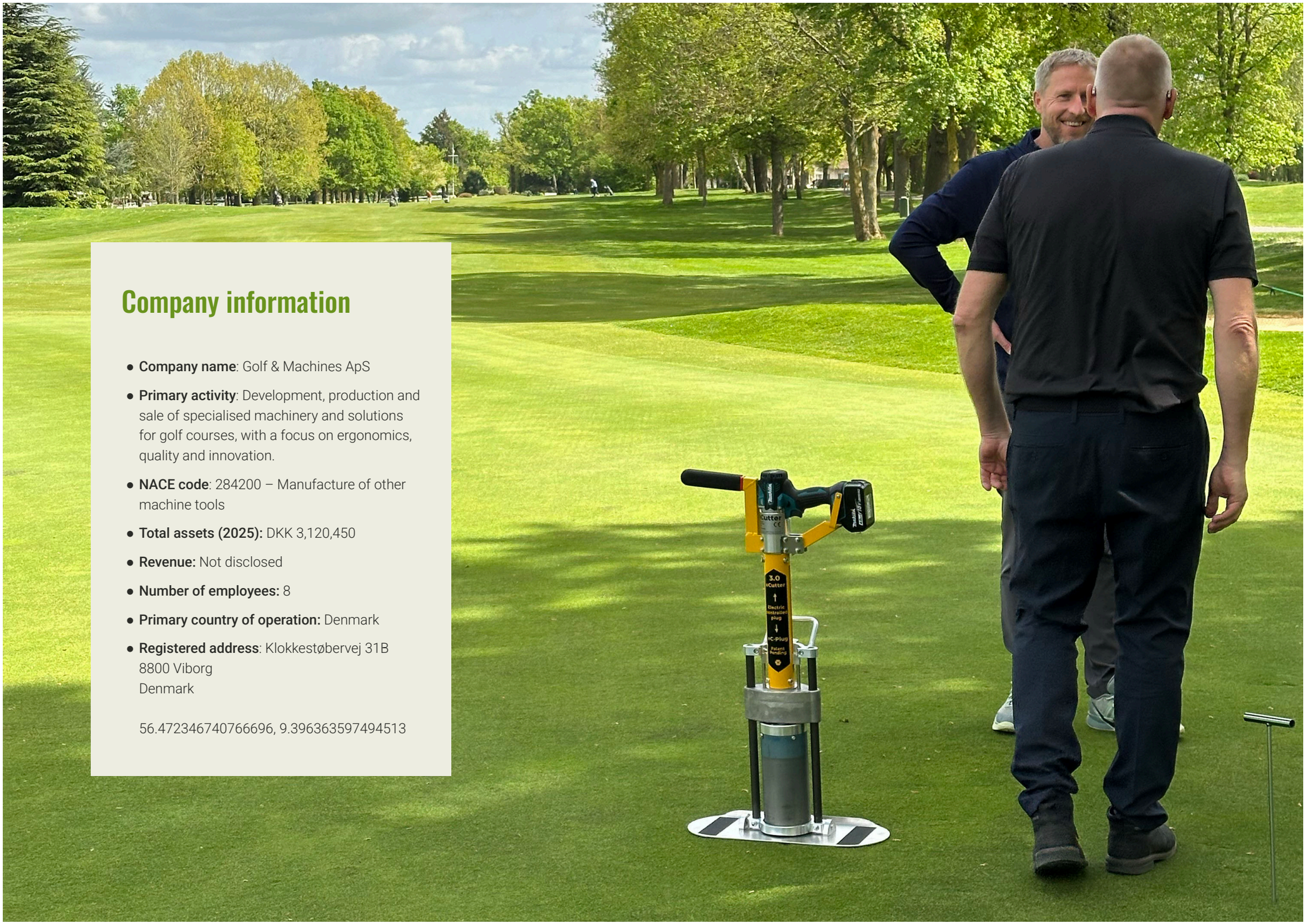
Golf & Machines ApS is a privately owned company, wholly owned by CEO Finn Skade Hansen.

Sustainability has never been a separate project for us. It is part of the way we develop products, choose business partners, and engage with our customers. We focus on long product service life, good ergonomics for the user, local production whenever possible and long-term relationships because these priorities make sense for our business – not simply because they are easy to measure. For this reason, we have also deliberately chosen not to rely on estimates, industry averages, or assumptions in this report. Where data is unavailable, we state this openly.

This report is based on our stakeholder and risk analyses, CO_2 accounting, internal workshop notes, and the collective knowledge of management and employees regarding the company's development, products, customers, and partnerships.

Through this process, we assessed Golf & Machines' positive and negative impacts on the environment and society, as well as how sustainability-related risks and opportunities arising from the external environment affect the company.

We view ESG as an ongoing process that will evolve alongside our company. This report is therefore not an endpoint, but our first shared reference point for internal use and for dialogue with customers, business partners, and financial stakeholders.



Company information

- **Company name**: Golf & Machines ApS
- **Primary activity**: Development, production and sale of specialised machinery and solutions for golf courses, with a focus on ergonomics, quality and innovation.
- **NACE code**: 284200 – Manufacture of other machine tools
- **Total assets (2025):** DKK 3,120,450
- **Revenue:** Not disclosed
- **Number of employees:** 8
- **Primary country of operation:** Denmark
- **Registered address**: Klokkestøbervej 31B
  8800 Viborg
  Denmark

  56.472346740766696, 9.396363597494513

B2. Practices, policies and future initiatives

At Golf & Machines, we are already working on a range of initiatives aimed at making both our company and our products more sustainable. We have not yet developed a comprehensive ESG strategy or formalised our work into policies, but we have integrated sustainability into our day-to-day decision-making, product development, and partnerships. We hope this is reflected throughout this report.

Our approach to sustainability

Golf & Machines' approach to sustainability is rooted in our role as a product development and manufacturing company. This means that the most important decisions are made during the product design phase.

Our motto: It can always be done better.

Looking ahead, we will continue to formalise our strategy, policies, and documentation. We distinguish between what we are already doing in practice and what we aim to develop in the future.

In practice – our business

Golf & Machines is a Danish product development and manufacturing company based in Viborg, where we also have our own production facilities. The company was founded to address a practical need: improving working conditions for greenkeepers while delivering high-quality equipment for golf courses.

We develop and manufacture specialised equipment for golf courses, ranging from machinery and customised solutions to smaller components. What all our products have in common is that they are developed with the users' daily work and the challenges they face on the course in mind. This means that functionality, durability and ergonomics are our top priorities, and our solutions are often developed in close collaboration with suppliers and customers.

All primary components are sourced within 200 km of our company, and we collect deliveries ourselves whenever possible instead of relying on suppliers' transport. Working with local suppliers enables close communication while also helping to reduce transport distances. We see our suppliers as long-term partners.



Finn Skade Hansen, founder and CEO of Golf & Machines, is an enthusiastic golfer himself. In 1992, a greenkeeper told him about the physical strain caused by frequently moving golf holes. This inspired Finn to find a better solution.

He developed the eCutter, laying the foundation for Golf & Machines and the people-centred approach that continues to define the company today.

Our products

Where relevant, we ensure that our products comply with applicable rules and regulations. The relevant products in our range have been “Ruled to Conform to the Rules of Golf” and can therefore be used in both national and international tournaments.

The eCutter is one of the key products in our range. It is a battery-powered hole cutter for golf greens, developed with a focus on both ergonomics and efficiency. The machine enables greenkeepers to work in a more upright position, reducing repetitive twisting, impact and strain on the back, shoulders and arms. At the same time, the eCutter ensures precise and consistent hole cutting, contributing to more efficient golf course maintenance.

The ePlanter is designed for professionals who plant trees and shrubs. The machine was developed with a focus on improving working conditions by reducing the physical strain associated with planting work. Its ergonomic design allows the user to work in a more upright position, while ensuring consistent planting holes and good growing conditions for the plants.

The ePlanter was developed as a standalone product alongside the ***eCutter***. Although the two products were developed for different industries and applications, they are based on the same fundamental approach to product development. Both products are battery-powered and were developed with a focus on ergonomics, working conditions and making physically demanding work more efficient.



Developing together

We develop our products in close collaboration with customers and end users, particularly greenkeepers, with the aim of reducing physical strain, improving working conditions in practice, extending product life and limiting resource consumption.

Golf & Machines develops and supplies a range of other products for golf course operations, primarily equipment for greens, practice greens and driving ranges. Our product range extends from smaller components to specialised solutions, typically with a focus on functionality, durability and practical use.

With greenkeepers’ working posture in mind, we developed a ***cup lifter*** that allows the greenkeeper to lift the cup and put it back in place while standing, rather than having to bend down. It was developed in direct response to customer requests.

Our ***flagsticks*** weigh approximately 500 g and are significantly lighter than traditional solid fibreglass flagsticks. Their hollow construction reduces material consumption and contributes to a long service life. In addition, our ash wood flagsticks have proven to have a significantly longer service life than traditional fibreglass flagsticks.

The patented ferrule is a key component of the ***Golf & Machines O-System***. The ferrule is designed to reduce wear on the cup and ferrule by transferring most of the load to replaceable rubber O-rings. This helps extend product life and reduces the need to replace complete components. The design also helps ensure stable positioning of the flagstick, and the product complies with the Rules of Golf (“Ruled to Conform to the Rules of Golf”, July 2022). We aim to minimise wear wherever possible and design individual components so they can be easily replaced when necessary.

eCutter 3.0 – Groundbreaking Innovation



eCutter 3.0 is an innovative battery-powered hole cutter for golf greens. It was developed in collaboration with experienced greenkeepers to make the process of cutting golf holes more efficient and less physically demanding. The greenkeeper can work in an upright position, reducing repetitive strain on the back and arms. At the same time, the machine ensures consistent quality when cutting the holes.

The excavated turf from the new hole can be ejected directly into the previous hole at the push of a button. This makes the process more efficient and reduces the physical strain on the greenkeeper.

eCutter is designed to be compatible with battery systems from four of the most widely used power tool brands on the market. The product is therefore sold without a battery and charger, allowing customers to use their existing equipment. This reduces the need for additional components and contributes to a more efficient use of resources.

The modular design allows individual parts to be replaced, repaired and upgraded over time. This extends the product's service life and reduces the need to purchase new equipment.

In this way, our products are not only technical solutions but also reflect our approach to product development: working closely with users, focusing on functionality, and taking a conscious approach to resource consumption and product longevity.









O-System – Functionality and Long Service Life

O-Systemet is a central part of Golf & Machines' product range. The system consists of several components, including the flagstick, ***the patented ferrule*** with ***O-Disc*** and the ***O-Cup***.

The patented ferrule is at the core of the O-System. It is designed to reduce wear on both the hole cup and the ferrule by transferring most of the load to replaceable O-rings. When the O-rings become worn, they can easily be replaced without having to replace either the flagstick or the hole cup. This extends the service life of the products and reduces the need to replace complete components.

The extended ferrule with O-Disc has also been developed with a focus on both functionality and protection of the green. Its design makes it easier for players to retrieve the ball from the hole and contributes to a faster pace of play, while reducing the risk of damage to the edge of the hole cup. The ferrule also keeps the flagstick securely positioned in the hole cup and reduces the risk of the flagstick becoming stuck.

The O-System conforms to the Rules of Golf ("Ruled to Conform to the Rules of Golf") and is a good example of how we work with product development. We continuously strive to develop solutions that create value for both greenkeepers and golfers.





Durability and Repair

We continuously work to improve the durability and service life of our products. We repair machines and, where possible, upgrade older models to newer versions. This means that customers do not necessarily need to purchase new equipment when their needs change or when new product versions are introduced. One example is the option to upgrade an eCutter 2.0 to an eCutter 3.0, which extends the product's service life and reduces resource consumption.

By making technical drawings and spare parts lists available, we enable customers to carry out a range of repairs and maintenance tasks themselves. This helps extend product life and reduces the need for transport, service visits and replacement equipment.

Collaboration with Customers and Suppliers

Our product development is largely based on ongoing collaboration with both customers and suppliers, who contribute knowledge, experience and specific input for improvements. Our customers are distributors who sell directly to golf courses.

We work closely and directly with our customers. We meet with greenkeepers and other users to understand how our products perform in practice and the challenges they experience in their daily work. This is often where ideas for new solutions emerge. Customers identify specific problems, which we then work to address – either by adjusting existing products or developing entirely new solutions. In this way, our customers are not simply recipients of our products; they also contribute to their development.

Our suppliers play a similarly active role. We see them as long-term partners and involve them in product development, particularly when it comes to material selection, production methods and component adjustments. Our dialogue is ongoing and practical, and we work together to find solutions that are technically sound and suitable for production.

Where possible, we prioritise business partners in Denmark and Europe and place great importance on open and honest dialogue about both products and processes. This makes it easier to develop solutions together and make adjustments along the way.

Our products are therefore the result of close interaction between our company, customers and suppliers. This way of working requires time and dialogue, but it also leads to solutions that





Policies

Our approach to supplier selection, the working environment and business conduct is based on practical dialogue and specific decisions in our day-to-day operations. We select business partners based on their expertise and their approach to working conditions and the environment, and we actively decline assignments that are not aligned with our values and way of working.

We expect to formalise our policies as our ESG work becomes more structured.

Future Initiatives

At present, we have not developed formal written policies on environmental matters, social matters or governance. We intend to further formalise our approach so that it becomes clearer and more transparent, both internally and externally. Customers and suppliers should know what we stand for.

Golf & Machines is looking for new premises with more space to provide better facilities for production, organisation and the working environment. Once we have the necessary space and capacity, we also intend to take on apprentices.

We already use LED lighting in our workshop and office, although this has not yet been installed in the break room, and our current source of heating is an oil-fired boiler. When moving to new premises, we will place greater emphasis on a more sustainable energy supply.

We will, of course, continue our strong focus on product development that improves working conditions for users while also taking environmental considerations into account within our core area of golf. We will also explore opportunities in other areas where our products could be applied, such as forestry, where the ePlanter is one example.

Double Materiality Assessment

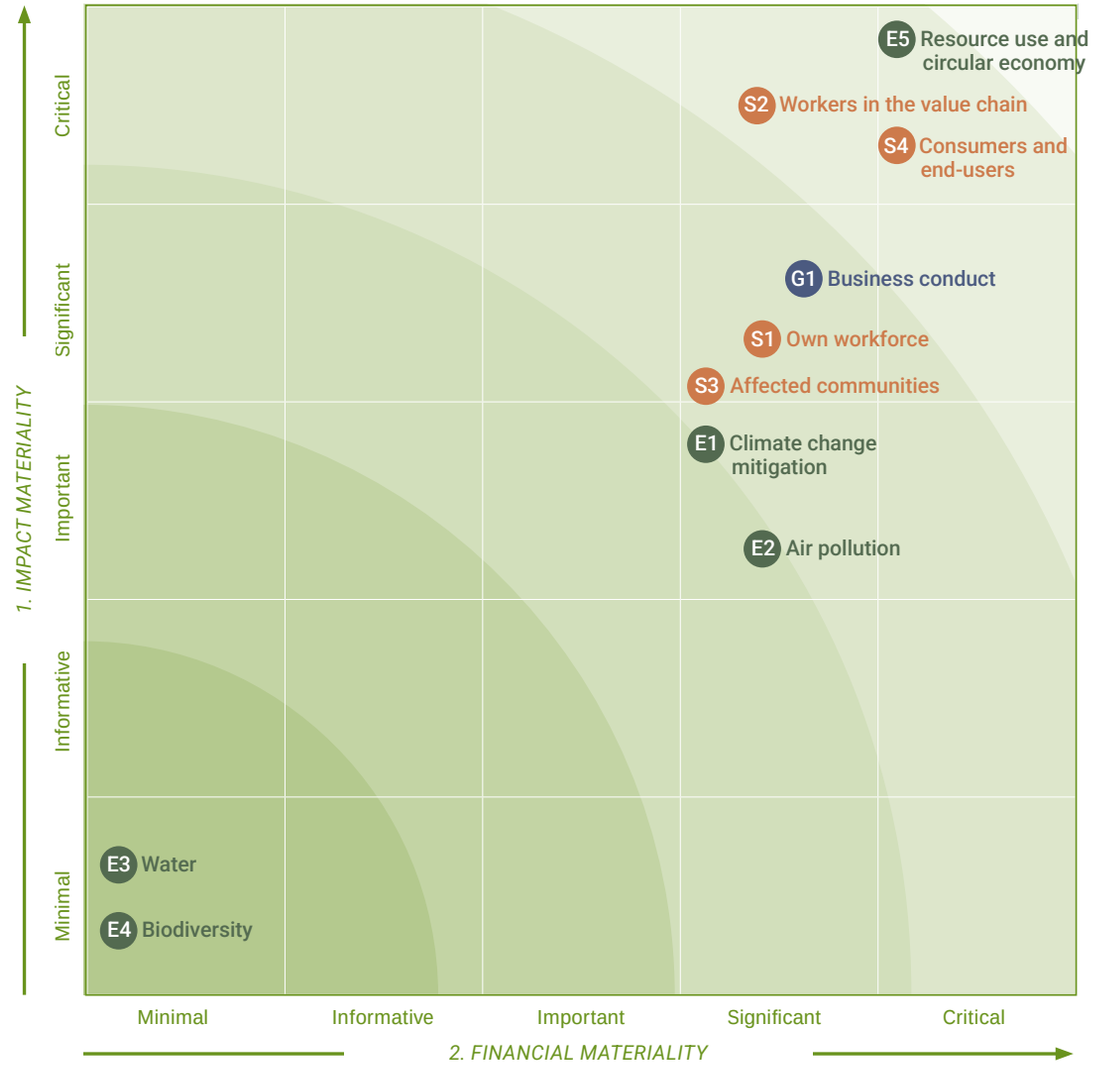
Golf & Machines conducted a double materiality assessment workshop for management and employees in April 2025, based on the EU's CSRD framework. The purpose was to identify the areas where we have the most significant positive and negative impacts on society and the company, and where our greatest risks lie.

EU Reporting Areas

Environmental matters
E1 Climate change
E2 Pollution
E3 Water and marine resources
E4 Biodiversity and ecosystems
E5 Resource use and circular economy

Social matters
S1 Own workforce
S2 Workers in the value chain
S3 Affected communities
S4 Consumers and end-users

Governance matters
G1 Business conduct



Environmental Disclosures – B3, B4 and B7



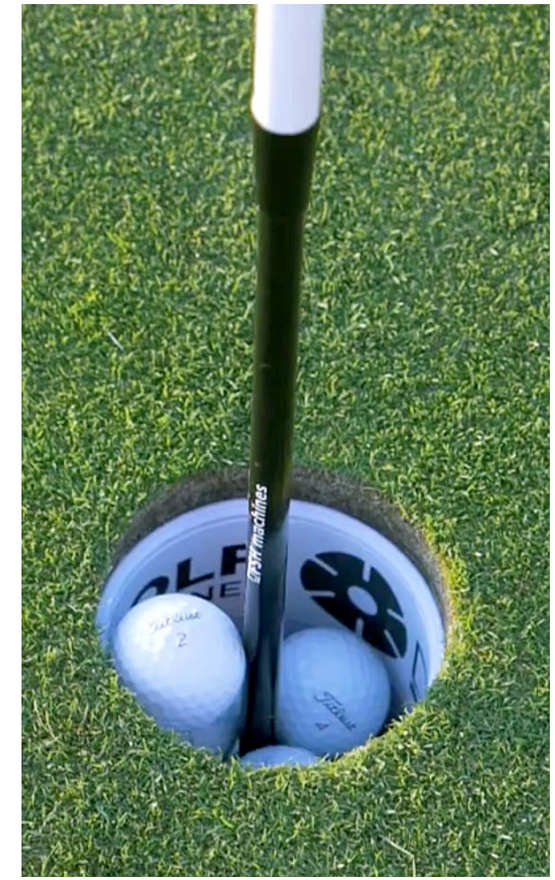
B3. Energy and greenhouse gas emissions

In 2025, we took the first steps towards gaining a more systematic overview of our climate footprint. Golf & Machines' CO_2 emissions were calculated using ClimAider's platform and are based on activity- and spend-based data, using national averages where actual data was not available.

2025	Renewable energy	Non-renewable energy
Electricity purchased, MWh	3.08	0.13
Fuels and oil, MWh	0	15.63
Total	3.08	15.76

2025	tCO_2e
Scope 1	3.79
Scope 2	0.257
Scope 3	37.52
Total	41.57
Total per employee (FTE)	8.31

Golf & Machines' total greenhouse gas emissions amounted to 41.57 tCO_2e in 2025, corresponding to 8.31 tCO_2e per employee (FTE).



Scope / Category 2025

Scope 3 accounts for by far the largest share of total emissions and includes indirect emissions associated with the value chain in which Golf & Machines operates. Scope 3 amounts to 37.52 tCO_2e (90.26%).

This is primarily attributable to emissions within Category 1, "Purchased goods and services", which includes emissions from all goods and services purchased by Golf & Machines and accounts for 73.85% of total emissions.

Category 4, "Upstream transportation and distribution", covers emissions from the transportation and distribution of goods and materials required for the company's operations but occurring before they reach the company's own facilities. For Golf & Machines, this amounts to 5.28 tCO_2e (12.70%).

"Business travel", Category 6, covers travel by air, train, ferry and car, as well as hotel accommodation. For Golf & Machines, this amounts to 0.632 tCO_2e (1.52%).

Scope 1 "Fuel combustion", relating to purchased heating oil, amounts to 3.79 tCO_2e (9.11%).

Scope 2 "Purchased electricity" accounts for 0.257 tCO_2e (0.62%).

Scope 1	tCO_2e	Share %
Company-owned vehicles	0	0
Fuel combustion	3.79	9.11

Scope 2	tCO_2e	Share %
Purchased electricity (market-based)	0.257	0.62
Purchased heating	0	0

The greenhouse gas inventory is based on accounting data at line-item level and expenditure-based calculations, which are sufficient to provide a representative overview. In the coming years, we intend to obtain primary data from our main suppliers for Scope 3 reporting, enabling more activity-based calculations.

The table shows how the recorded Scope 3 emissions are distributed across the relevant main categories.

Scope 3, by category	tCO_2e	Share %
1. Purchased goods and services	30.70	73.85
3. Fuel- and energy-related activities	0.81	1.95
4. Upstream transportation and distribution	5.28	12.70
5. Waste generated in operations	0.006	0.01
6. Business travel	0.632	1.52
8. Upstream leased assets	0.10	0.25
Total emissions 2025	**41.57**	**100**

B4. Pollution of air, water and soil

Golf & Machines is not legally required to report on pollutants.

Our most direct contribution to reducing air, soil and water pollution is through our products. This applies particularly to our battery-powered solutions, such as the ePlanter, which was developed as an alternative to traditional combustion-engine equipment. The solution was developed in collaboration with a customer who specifically requested this. This means that the product not only improves ergonomics for the user but can also help reduce local air pollution in its specific application.

We also work with solutions that can reduce the need for chemical treatments in golf course maintenance. For example, removing dew from the green can reduce conditions that promote weed growth and thereby reduce the need for spraying.

Overall, we consider B4 relevant in relation to the use of our products and our efforts to develop solutions that can replace more polluting alternatives. We have not documented any significant direct emissions of pollutants from our own operations.



B7. Resource consumption, circular economy and waste manage-

Golf & Machines applies circular economy principles in several areas of our product design. We develop equipment that can be disassembled, repaired and upgraded, so customers do not have to purchase new equipment when a component wears out or a model needs to be improved. One clear example is that we can take an eCutter 2.0 and upgrade it to an eCutter 3.0 instead of replacing the entire machine. We also supply individual spare parts, allowing repairs to be carried out locally rather than requiring the entire product to be replaced.

We work to extend the service life of our products. The ferrule in our O-System is fitted with replaceable O-rings that absorb most of the wear. By replacing the O-ring, the service life of both the ferrule and the flagstick can be extended, as daily wear is concentrated on a small, replaceable component. This reduces the need to replace complete units and contributes to a more resource-efficient product design. At Golf & Machines, this type of solution is an important principle in our product development.

Golf & Machines has also developed solutions that enable the use of fewer resources in day-to-day operations. One example is our steel ball retriever, which is significantly lighter than traditional concrete boxes, lasts longer and works without the use of water. We develop products where durability and low maintenance requirements are integral to the design.

Waste

Our waste management is not governed by a formal system, but it is an established part of our day-to-day practices. As our waste is included in the property's shared waste management arrangements, we are unable to provide quantities for the individual waste fractions generated by our operations as a whole.

In our daily operations, we reuse cardboard and packaging, while other cardboard is taken to the recycling centre, metal is sent for recycling, and chemicals and spray cans are sorted separately. Waste is sorted in accordance with the municipality's instructions.

We do not generate hazardous waste.

Material Flows

The most critical materials used in our products are aluminium, steel and fibreglass.

The following figures are estimates of our material consumption and are intended to provide an indicative overview. We will work towards obtaining more accurate data for future ESG reporting.

In 2025, we used approximately the following quantities of relevant materials:

- Approx. 3.5 tonnes of aluminium
- Approx. 1.2 tonnes of special-purpose steel
- Approx. 1.8 tonnes of fibreglass



Social Matters – B8, B9 and B10



B8. Workforce – General characteristics

Golf & Machines had 8 employees in 2025. We are a small workplace, and all our employees are based in Denmark.

The gender distribution at Golf & Machines is 50% women and 50% men. We consider diversity to be a strength and have created a workplace where there is room for different experiences and life situations. Three of our eight employees have adapted working arrangements, including flexi-job arrangements, and two employees work reduced hours after reaching retirement age. In addition, we offer work opportunities to people who face barriers to entering or remaining in the labour market as part of our social responsibility.

We consciously adapt tasks to enable each individual to contribute in a way that works in practice. This is a tangible part of our approach to being a responsible workplace.

We do not currently have any apprentices, but we intend to address this when we have more space and an employee who can provide the necessary training. An apprenticeship programme could be a positive addition to our approach.

Employment Type	2025
Temporary employees	3
Permanent employees	5
Total employees	8
Apprentices	0

Gender distribution	2025
Men	4
Women	4
Other	0
Not reported	0
Total employees	8



B9. Own workforce – Health and safety

Golf & Machines recorded no occupational accidents or work-related fatalities in 2025.

For us, the working environment is closely linked to how we organise our day-to-day work. We place emphasis on ensuring that tasks can be carried out in a way that works for each individual, and that the workplace is characterised by respect, order and room for different needs. Golf & Machines considers this an important part of maintaining a safe and well-functioning working environment.

At the same time, we recognise that the limited space at our current premises affects working conditions. More space and better facilities are therefore an important development priority for Golf & Machines.

Occupational Accidents	2025
Number	0
Frequency rate	0

Work-Related Fatalities	2025
As a result of occupational accidents	0
As a result of work-related ill health	0



B10. Remuneration, collective bargaining and training

Golf & Machines uses the collective bargaining agreement of the Danish Metalworkers' Union (Dansk Metal) as a reference for pay and employment conditions, although our employees are not formally covered by the agreement. We therefore ensure that our employees are paid at or above the applicable minimum wage level.

All employees are free to choose whether or not to join a trade union.

Supply Chain

When selecting suppliers, we consider factors such as quality, responsible business practices and good working conditions. We prioritise working with suppliers who share our values, and we maintain an ongoing dialogue about product development, production and opportunities for improvement. Personal relationships are therefore important to us. In this way, we seek to ensure responsible and long-term cooperation throughout our value chain.

Minimum Wage Information	Yes	No
All employees receive pay at or above the applicable minimum wage level	x	

Collective Agreement Coverage	2025
Percentage of employees covered by a collective bargaining agreement or the Danish Salaried Employees Act	100

Average Training Hours per Employee	2025
Male employees	0
Female employees	0
Other	0



B11. Business conduct

Corruption and Bribery

Golf & Machines received no convictions or fines related to corruption or bribery in 2025. We are also not aware of any circumstances that would require such cases to be reported.

Business Ethics

We place great importance on integrity in our business conduct. This applies both to our relationships with customers and our relationships with suppliers. Golf & Machines pays suppliers within the agreed payment terms, and we consider this a fundamental part of fair and trustworthy business relationships.

As Golf & Machines is a small company, management is closely involved in day-to-day operations and maintains ongoing contact with employees. The company also holds regular strategy meetings, where management and employee representatives discuss and make decisions on key strategic matters relating to the company's long-term direction.

At the same time, we place great importance on conducting our business in a way that we can stand behind. We therefore decline assignments if they require actions that are inconsistent with our values and the way we want to operate our business. For us, this is an important part of preventing unacceptable business conduct and maintaining responsible and trustworthy management.



Targets for 2026–2028

Further developing our products to improve working conditions for greenkeepers and reduce environmental impact remains a key priority for us. In addition, we want to establish a solid foundation for responsible business operations as our company grows, so that we are well prepared for continued growth in the future.

Over the next three years, we will focus on the following targets:



1-Year Targets

- **Energy and operations:** Ensure that our future premises use a higher proportion of renewable energy than our current premises, or that renewable energy solutions can be implemented.
- **Customers, suppliers and processes:** Develop process and procedure descriptions to strengthen quality in order processing and deliveries. Develop a warehouse management system. Continue to prioritise European suppliers.
- **Formalising policies and practices:** Develop policies in the following areas: environment, procurement, employees and working environment.

3-Year Targets

- **Growth and working environment:** Move to new premises with more space, providing better conditions for production and organisation, improving the working environment and supporting the continued development of the company.
- **Circular product development:** Further expand circular solutions in our products so that more components can be repaired, upgraded and kept in use for longer, while also developing solutions that reduce physical strain on end users.
- **Employees and ESG integration:** Establish consistent practices for the working environment, well-being and skills development. Create a foundation for taking on apprentices. Strengthen the documentation of policies related to our ESG work.



GOLF&MACHINES

Klokkestøbervej 31B
DK-8800 Viborg
CVR-no.: 29179794
Tel.: +45 8725 0015
info@fshmachines.com