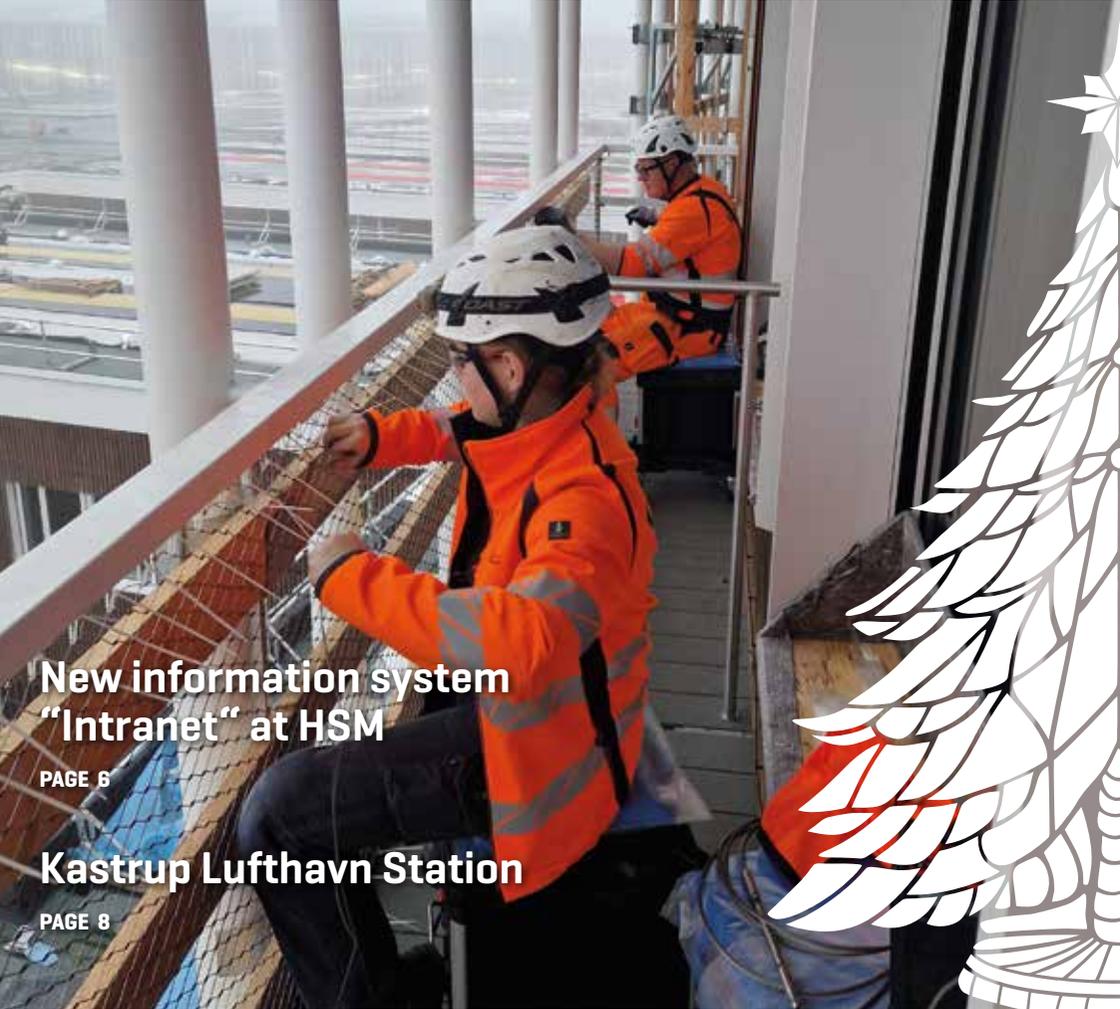




HSM NEWS

FOR STAFF

DECEMBER 2025 / NO. 102



New information system “Intranet” at HSM

PAGE 6

Kastrup Lufthavn Station

PAGE 8



SÆRLIG FORSTÅELSE FOR STÅL

NEWS FROM NICK STEFAN MARK



2025 has been a good and exciting year for HSM. We have performed and delivered in many ways.

HSM Industri is strong – both professionally, customer-wise and organizationally. We have had good progress, a solid flow in the projects and great activity across the departments. We want to carry on the culture that has been created over 50 years. It is the foundation of HSM Industri and what we build our future on.

We have worked a little bit on communication and division of responsibilities in 2025. There will be more of that in 2026. This is where you most often experience challenges in daily life, which can lead to frustrations at all levels.

Our wish is that everyone can independently take responsibility and preferably as far out in the ranks as possible. The first initiative we will take in 2026 is that our planning meeting, which we hold every Thursday, will be given a small revision. This means that we bring together the team leader and project manager at the same time and review all our cases. Why do we do that?

- We do it so that our communication is precise and direct regarding workforce planning.

- Challenges can be solved by informing together, so that everyone works in the same direction and knows what is happening in HSM Industri.

The meeting will take place in the canteen and we have a maximum of 30 minutes. – it must be precise and efficient.

I would like to conclude by saying that it is a pleasure to have such a strong team as we have. When I am around the customers, you are praised for the effort that is delivered.

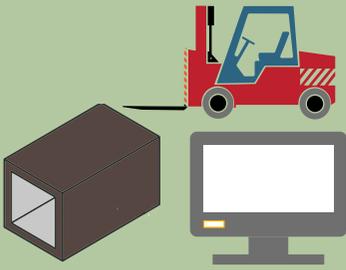
It is impressive what projects we throw ourselves into and deliver to our customers.

Thank you for the cooperation in 2025, I will continue it with you in 2026!

Merry Christmas and a Happy New Year to you and your family.



Lay-out: HSM Industri
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As the snow settled over Grenaa, the workshop at HSM Industri still lit up in the winter darkness. The year had been filled with sparks, the sound of steel being shaped, paint that adorned items of all sizes, constructions that were assembled all over the country and people who showed up every day with professional pride and a focus on cooperation.

2025 has offered many tasks and new challenges, but you have once again shown what it means to stand together. With your commitment, flexibility and craftsmanship, projects have been safely completed – even when everyday life has been extra demanding.

Christmas gives us an opportunity to take a breath and look back. Not only on what we have achieved, but also on the effort that each of you has made. At HSM Industri, it is not the machines that run the company – it is you. We are still focused on how we can constantly innovate in the best possible way with new investments that fit the company's development.

I would like to say a big thank you for your efforts in the past year. I am proud to be at the helm of a company where quality, re-

sponsibility and unity go hand in hand.

Being able to build on the strong foundation that my father has created together with you is a real pleasure.

A very Merry Christmas and a Happy New Year to you all. I look forward to an exciting 2026.



Before the year ends, I have a New Year's resolution for you.

Many have gradually managed to register their hours in Navidoc daily. But we must include the latter, this applies to both hourly employees and white-collar workers.

Time registrations **must be** submitted daily and approved daily! At present it is not running optimally. The result is that there may be hours that are not included on the invoice to the customer. We can't live with that!

In addition, late submitted hours often require unnecessary handling and make the work of your colleagues in the payroll department more difficult.

So we're just tightening up on that. 😊

It is a great pleasure to come out to our industrial customers and hear how much praise they have for the efforts you make with them. It is you who sell HSM when you are out with the customer. You are doing well!

The starting point for renegotiating the contract with the customer is much better when they are well satisfied.

Thank you for the good effort in the past year, let's take it further in 2026.

Merry Christmas and Happy New Year to you and your family.

25 YEARS ANNIVERSARY



Tom Skak Brokmann

On Friday, November 28, we celebrated Tom Skak Brokmann's 25th anniversary at HSM Industri.

Tom began his apprenticeship as a small blacksmith at the age of 18 and already as an apprentice he showed that he had a flair for the profession. At the Technical School he was one of the most talented.

At home at the factory, he quickly developed a taste for assembly tasks. Already during his apprenticeship, he was involved in many assembly tasks outside the house – both at home and abroad.

Tom relatively quickly became a team leader with his own compa-

ny car. He can get things done quickly. He is professionally skilled, structured and solution-oriented. This, combined with his friendly and smiling demeanor, makes him very popular with our customers.

Tom is well-liked by his colleagues. He is always positive and ready to lend a helping hand. He has an eye for detail – even his hair is perfect.

In his free time, Tom is an active guy who rarely wears out the sofa. When he is not helping his friends with various projects, he loves to play both badminton and padel.

Tom is a family man and enjoys going on trips with his wife Mette and their two children. They also have a large circle of friends, and summer holidays are often spent with good friends.

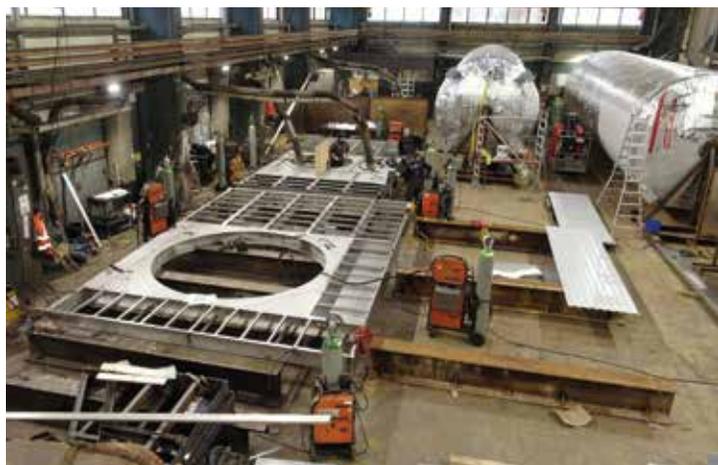
We wish Tom a big and warm congratulations on his anniversary and thank him for the good cooperation over the years.

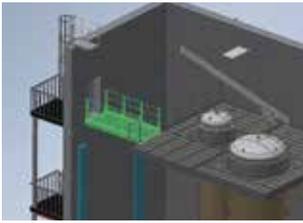
HSM Industri A/S

5,3 ton heavy platform and walkway for DDGF

We are in the process of manufacturing a large stainless steel platform for DDGF. The platform is composed of approximately 200 individual stainless steel parts, which are welded together to form a solid deck with a thickness of almost 300 mm. The deck will be used for personnel and tools in connection with service work on top of the evaporators .

The platform weighs approximately 5.3 tons and measures 7.1 x 8.6 meters. Access is via a walkway, which we also produce. The walkway measures 1.4 x 3.6





meters and is also made of stainless steel.

The platform is lifted in from above before the roof is installed, and the actual installation takes place in week 2. The platform is produced in a high hall.



The Q Group - what is it and how do we work?



Members of Q-group



Jannik F. Jensen
[Painter dep.]



Daniel Larsen
[Technical dep.]



Camilla Friis
[Cut off dep.]



Jacob B.
Pedersen
[Production]



Tomas Stulga
[Apprentice]



Karl-Martin
Laursen
[Responsible/
secretary]

The Q group meets once a month.

There is a rolling participation in the group. This means that the members are replaced approximately every six months to a full year, and that the replacement is staggered so that not all are replaced at the same time. In this way, we ensure continuity

and maintain experience in the group's work.

Every three months, Karl Martin meets with the management steering group [Niels Peter, Nick and Stefan] and presents the topics and issues that have been raised at the Q group meetings. The management steering group then decides which areas the

internal audits should focus on.

Once the areas have been decided, the audits are carried out before the next meeting with the management steering group. In this way, the management receives ongoing and concrete input for the management report, and the internal audits are held in batches throughout the year.

HSM Industri has got its own Intranet

At one of our apprentice meetings, we got a friendly – and really good – idea. Many apprentices missed a place where they could quickly see the names and faces of their new colleagues. This was the starting point for our new intranet.

On our website, you can now log in to the Intranet with your personal login. Your login is the email address that you receive your payslip on and the password is the same one you use when you lock yourself in through the gate at HSM Industri.

Once you are logged in, you will have access to:

- Document library
- Employee overview

Document library/HSM Library

Here you can find:

Administration

- Data protection policy
- Applicable collective agreements
- Local agreement
- Employee handbook

Club 92

- Activities
[fishing trips, go-karting, etc.]
- Lectures
- General assembly
- Music

Apprentices

- Educational material

Publications

- HSM News
- Employee discounts

QHSE

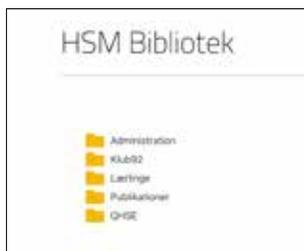
- Waste sorting – guide
- Chemical APV

Employee overview

In the employee overview you can see pictures of all employees at

HSM Industri – as well as their title and telephone number.

The intranet is not static – it will be continuously expanded as we get ideas for what is most useful to collect in one place. Scan the QR code here to go directly to login.



We support InterForce



At HSM Industri, we support InterForce – a collaboration between the Armed Forces and Danish workplaces, which makes it easier to combine your work with a role in, for example, the Home Guard, the Reserve or the Emergency Response Force.

This means in concrete terms that we support employees who pull on the uniform when they are needed – and we see it as an important contribution to both societal security and community.

At the same time, you bring back valuable skills – for example in collaboration, management, structure and safety.

Thank you to those of you who are getting involved – you are making a difference.

New chemical APV and updated system for chemical management

We have prepared a new chemical APV, which is available on our new Intranet.

Eco-online, which we have used so far, will be discontinued on 01.01.2026.

The Chemical APV consists of:

- Product list (list of the chemical products we use in HSM Industri)
- Safety data sheets
- Safety instructions



If you discover a chemical product that is not on the list, please contact QHSE-responsible.

Safety instructions

The safety instructions are divided according to the category the product belongs to - e.g. Spray cans/Grease and paste.

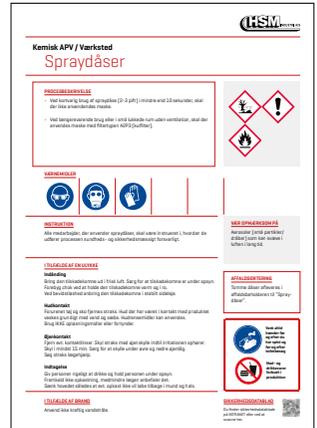
In addition, individual processes are described because they develop chemistry - e.g. welding and cutting.

The instructions have been made simpler and more clear, so that they are easier to read - e.g. on a telephone. They are also posted in relevant areas.

Each safety instruction has a QR code that links to the Intranet, where you can access the corresponding safety data sheet.

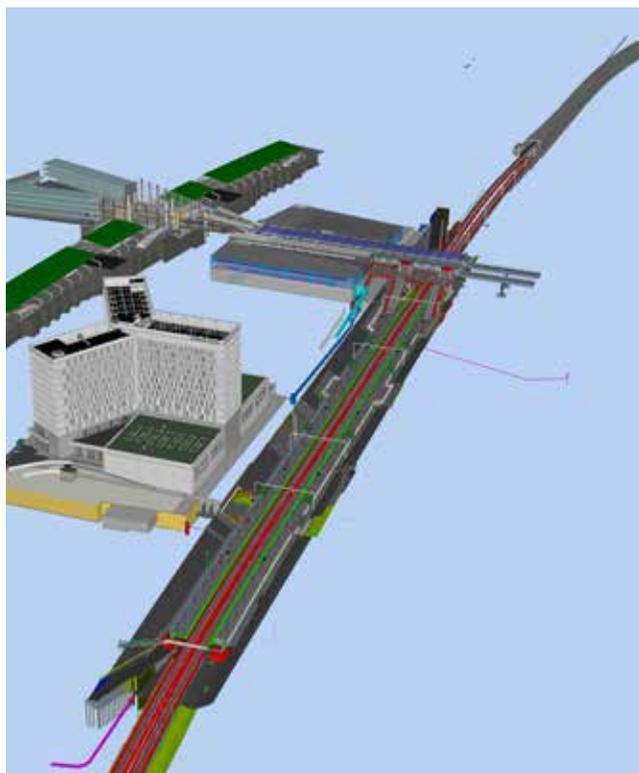
If you have any questions about the new system, you are welcome

to contact QHSE-responsible as usual.



Example of safety instructions that tell you what precautions you should take when using a chemical product.





Ny Kastrup Lufthavns Station

The Øresund Line is a central part of the upcoming Fehmarnbelt connection and will strengthen the connection between Scandinavia and the rest of Europe.

When Fehmarn opens in 2029, more freight trains are expected, and therefore the capacity at Kastrup Airport Station will be expanded.

On the New Kastrup Airport Station [NKLS] project, HSM Industri has a specialist contract for accommodation. Overall, the project is described as one of Denmark's most complex infrastructure projects - partly because the work takes place on the track and is surrounded by both a motorway and an airport.

We have delivered and installed approx. 650 meters of stainless handrails for the freight railway tunnel. The stainless parts are made in 320K Satin Polish finish and sanded so that the surface appears homogeneous and silky matt.

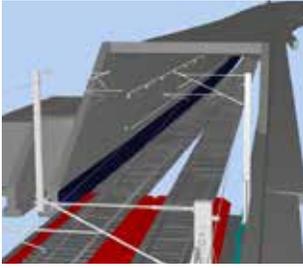
The handrails are made with preparation for LED. We have not delivered the light itself, but are responsible for the cutouts in the handrails. The work in the freight railway tunnel has been completed.

In addition, we must supply and install approximately 60 meters of access roads to the platform, consisting of stainless scepters [the vertical holders] and stain-

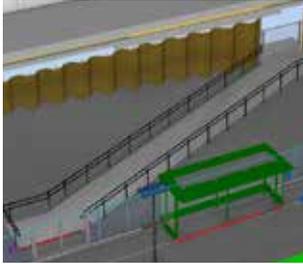
less double handrails, so that there is also a good handrail for children. The scepters are under production at HSM, while the double hand molding is produced in the Netherlands, also here with preparation for LED via recesses.

Finally, we must deliver and install an approximately 15 meter long staircase, which is produced in two sections. The stairs are made of ordinary steel and subsequently galvanized, while the handrails are stainless and produced in the Netherlands - again with preparation for LED via recesses.

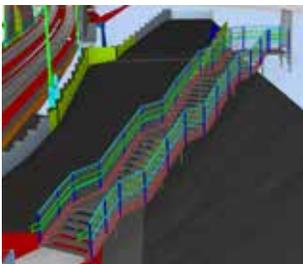
The project is expected to be completed in week 8.



Approximately 650 meters of stainless steel handrails for the Freight Tunnel.



Access roads to the platform. For this we supply 60 meters of stainless steel scepter and stainless steel double handrails.



Complete staircase.



Status of delivery to Banedanmark:: Insulated platforms

In recent times, we have worked purposefully with our delivery of insulated platforms to Banedanmark. Previously, we have reported on the framework agreement, the design work and experiences from similar deliveries to Aarsleff Rail. Now we can give a concrete status of what has been delivered.

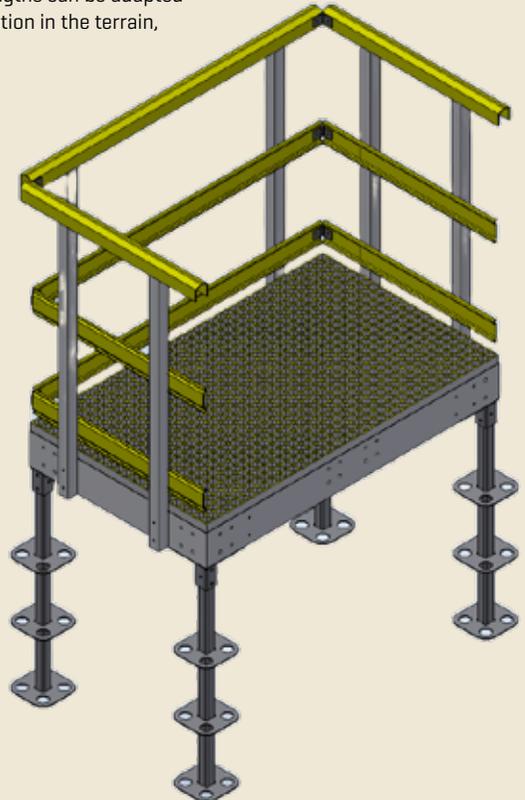
We deliver complete platforms including legs for casting. The solution can be configured in different structures, and leg lengths can be adapted to the location in the terrain,

e.g. on slopes or in ditches.

The platforms can be assembled in many variants and a realistic level is around 8 possible configurations.

So far, 2 have been delivered and we expect a steady annual drawdown going forward.

The platforms and railings are made of fiberglass, which means that the platform does not need to be grounded and that the accumulation of induction currents is avoided.



QHSE



Recertification in ISO 14001 [environment] and 45001 [occupational health and safety]
In week 48 we had recertification in ISO 14001 and ISO 45001.
We were praised for that.



The auditor praised, among other things, the following:

- The occupational health and safety organization's monthly safety rounds and good communication to employees via posts with photos.
- Improved order and tidiness in production areas.
- Increased awareness among employees about the use of personal protective equipment and process ventilation.
- Inspection of aids and tools on Bredstrupvej has generally been completed.
- Based on a project, facilitated by Gødstrup, the company has initiated a study of "metal health" with a focus on team leaders. The results are expected to be presented in spring 2026.
- All of the company's apprentices are offered the opportunity to participate in the "Apprentice Forum", where, among other things, work is done on well-being during the apprenticeship period.
- Elastic gymnastics has been implemented for the staff in the Technical Department.

Deviations – and what we need to be more aware of

We had 15 deviations, which is a lot – and some of them could have been avoided.

The deviations included:

- Angle grinder operated with one hand – auditor saw no fewer than three cases. It is not permitted to operate angle grinders with only one hand.
- Gas cylinders that were not secured.
- Turbo masks with an old carbon filter – pay extra attention to the expiration date.
- Grinding wheels that were too old – they also have an expiration date.
- Lack of/undocumented inspection of straps and yo-yos in a container.
- Environmental permit for the new car wash.
- Missing §17 course certificate – if you have not yet submitted your course certificate, please bring it to Lotte or Hans.
- Lack of emergency drills – suggestions for relevant emergency drills are very welcome.

We have until March 2026 to respond to the deviations.

Upcoming audit

There will be a quality audit on January 19 and 20, 2026.



Photos from the project Hillerød Hospital



Job and educational fair in Auning



At the beginning of November we participated in the Job and Education Fair in Auning, where we, together with many other companies and educational institutions, met the municipality's young people from 8th, 9th and 10th grade.

We had two of our apprentices, Simon and Samuel, with us so that visitors could ask questions about what it's like to be an apprentice with us.

It was a great evening where we met many young people and their parents who had questions about the apprenticeship program and what it's like to work with us at HSM Industri.

We couldn't have had better representatives this evening.

You did a great job, Simon and Samuel.

Increased focus on our apprentices

We are proud of our apprentices, they are an important part of HSM's future. Therefore, in HSM-News, we will focus on those who complete their education with us.



Apprentice test



Lucas, Christian and Alexander can soon proudly call themselves small blacksmiths. All three passed their apprentice test on 12 December 2025 at Viden Djurs – and even with flying colors.

The result was impressive with 2x 10's and 1 nice 12's for Christian.

The apprentice test consisted of two parts:

Part 1 – lottery task

[25% of the total assessment]:

- Alexander performed a task in the form of a simulation in structural steel [unfortunately we do not have a picture of this].
- Christian made a wood stove.
- Lucas' task was a scapegoat.

Part 2 – self-selected task

[51 hours of work]:

- Alexander built a safe.
- Christian produced a combination of a workshop press and a flat iron roller.
- Lucas made a welding table.

We wish all three of them a big congratulations on the great results – and we are also very happy that everyone is continuing with us as fully trained apprentices.



Alexander
Honoré
Hansen



Christian
Jørgensen

In addition, grants were also awarded:

Christian received a grant of DKK 1,000 from the Grenaa Craftsmen's Association.

Lucas received the HSM Scholarship from the Grenaa Craftsmen's Association of DKK 10,000.

Lucas Guul
Christensen



CELEBRATION

We celebrate
Alexander and Christian
Friday 16 January at 13.15 in
the canteen.

We celebrate Lucas in the
month of March. Date to follow.





Upcoming events 2026

Januaru - date not set

Wine- port tasting

February 6/2

Jan Hellesøe

February - date not set

Dart-tournament

March 20/3

Smukke Møller - copy band
Kim Larsen

April 11/4

Poul Krebs - 70 years tour

April 14/4

Anders Agger - inside

April 25/4

Hit med 80érne

May - date not set

Gocart in Auning

COMPANY EXCURSION

June - date not set

Skandinavisk Dyrepark

REMEMBER - if you have suggestions for upcoming events, you can contact Grethe Andersen or Kim Jensen.

Staff union meeting



On Saturday, November 15, 65 people attended the general meeting of the staff association "Klub92".

Chairman Kim Jensen welcomed everyone. Then a minute of silence was held for the deceased colleague Preben Jespersen.

Kim presented the report on the association's activities during the year.

There is a desire that the two vending machines in the canteen be replaced so that you can pay with a debit card/mobile pay instead of coins. But it costs over 100,000 kroner so they are working on a cheaper solution, still focusing on paying with something other than coins.

Suggestions were received for upcoming events for the new year, including

- Paint ball
- Racer simulator
- Fishing trip. However, somewhere other than Put and Take Fannerup. Filskov Sø was mentioned
- Maximum Aalborg
- Company visit to Kronospan/ ELTEK.
- Trip to Hamburg
- Go-karting
- Company trip to Copenhagen or somewhere else where there are a number of projects to see. The trip in 2024 was a great success and a great turnout.

You are always welcome to contact one of the club's board members if you have a suggestion for an event.

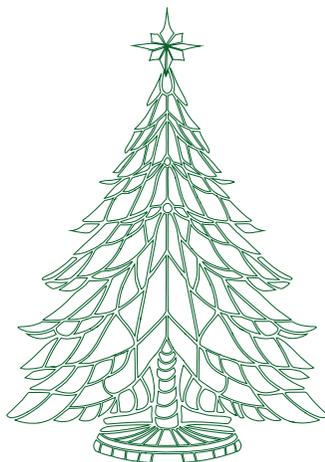
The accounts for the association were presented - no comments on this.

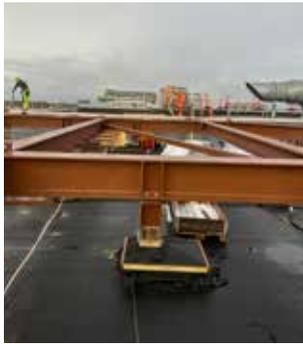
The members of the board that were up for election were all re-elected so the board consists of:

Kim Jensen
 Jørn Henriksen
 Henrik Soelberg
 Niels Svendsen
 Carsten Andersen
 Christian Enevoldsen
 Kenneth Pastoft
 Grethe Andersen
 Lucas Brøsted

After the general meeting it was time to bowl for a couple of hours. After bowling it was time for a little Christmas lunch.

If you haven't participated before, come along next year. It's a nice day with room for laughter, chat and fun.





Assembly
photos
Viborg
helipad



Trip to Norway – waves, latch talk and good vibes at NOV

Tom and I took a trip to Norway to visit NOV in Kristiansand – and the trip already started with a bit of “action”. We drove to Hirtshals and took the ferry across – with 4-5 metre high waves. And yes, after a big Christmas party you could feel that your stomach had to cooperate a little more. We also heard a few people who didn’t quite hold their ground – but we managed by walking amidsthips and staying focused.

We were accommodated in a hotel in Kristiansand and the next morning we went to NOV on Dvergsnesveien. It was also here that Esben first said: “Is that NP? It looks like a Swedish cabin...” – and it must be said that the building from the outside can be a bit deceiving.

Big praise for HSM – and pace does matter

At 8.30 we had a meeting about latches and there was actually a whole team ready – five or six people. NOV made no secret of the fact that they are really happy with the collaboration with HSM and we received big praise. In particular, the fact that we can deliver one or two latches at very short notice is highlighted as a great advantage for them.

Second generation latch

NOV also has a development program underway for a “second generation latch” with improved function. The challenge arises for some customers when a finger table has been standing still for a long time and becomes dirty with drilling mud and dirt. Then some latches can have difficulty



opening – which makes customers, understandably, quite dissatisfied.

This is not something that HSM is to blame for, but NOV will solve it through a design change. A Polish engineer, Marcin, is the lead on the project and it is clear that they are taking it seriously. It will not be rolled out until they are 100% sure that it works, so it is a project with a slightly longer horizon.

More tasks?

We also mentioned that we would very much like to have inquiries for tasks other than latches, which they listened to. They have promised to pass some tasks on to us.

However, there is a challenge right now: What is wage-heavy is difficult to compete on, because the Norwegian krone is low [about 0.64]. They actually said it quite honestly: They love Denmark – but can’t afford to have too much produced here. [Imagine if we ourselves had to pay 11.70 DKK for one euro on the way to Germany or Italy...!]

They therefore trade heavily in, among others, Vietnam, China, Romania and Poland. But latches are still an area where HSM is the sole and exclusive supplier – for now. In the long term, however, there is clearly price pressure and since NOV is American-owned, they have a very business-oriented and cash-based focus.

Reunion with old acquaintances – and lots of chat

One of the cool things about the trip was also meeting some of “the old guys” again, including Oddbjørn, who was one of the first people we did business with. We had lunch and afterwards we stopped by Bente Heimdal, who is a former strong contact for HSM. She has traded for many millions over the years. Today she sits and writes procedures most of the day, but she was genuinely happy about the visit – and the package of Christmas sweets.

Later we drove about 50 km to Søgne, where the test rig is located. Here we greeted “Daffy” [Arne Andersen] and got a tour. There are really some wild things going

on out there. They are renovating the drilling machines themselves and “roughneck” systems. You can’t help but be impressed by what they are working with.

In the afternoon, around 4:30 p.m., we also stopped by Geir Carlsson – former QC man at HSM – mostly for the sake of friendship.

Dinner at Slagter Sørensen

Back at the hotel to catch our breath and in the evening we had dinner in Kristiansand at “Slagter Sørensen”. Come on, they eat well there! There were six of us from NOV plus Tom and me, and it was a really nice end to the day with lots of chats and also contact with new people at NOV. All in all, a really good trip, where we got



to show off our “flag” and nurture and maintain the good customer relationship.

Niels Peter



Steel tanks for DAKA

In December we have been busy producing three stainless steel tanks of 100 m³ in the “High Hall”.

The tanks are welded according to German standard DIN 6618 – vertical container – and are supplied with:

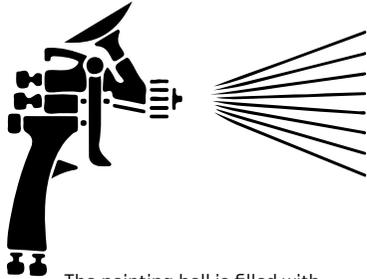
- Bottom connection
- Top covers
- Manhole covers

After welding, the tanks were insulated with 100 mm Rockwool and covered with standard facade profile sheets for a robust and attractive finish.

DAKA will use the tanks to store fat, which is transported in tanker trucks to their department in Hedensted. Here it is converted into biofuel.



NEWS
Painters
hall



The painting hall is filled with many different tasks. The tasks are neatly divided between own orders and external customers.



Elements for covering gates.



Cylinders for the vessel Hermod, Rohde Nielsen.



Reproduction on the right for the vessel Grane, Rohde Nielsen, which is also produced here on the cadastre.



Cargo pipe for the vessel Hermod, Rohde Nielsen.



Blacksmiths in the past and present - with a focus on HSM

At the beginning of August 2025, the exhibition "Blacksmiths in the past and present - what can we learn?" opened in Grenaa. The exhibition highlighted the development of the blacksmith trade - from the historical essence of Den Gamle Smedje to today's modern metal industry.

A central part of the exhibition was the documentation of the work at HSM Industri A/S. The Photo and Media Club in Grenaa had produced photos and videos from both Den Gamle Smedje and HSM, so that visitors could see how the basic principles of the profession live on - today with new methods, materials and technologies.

At the opening of the exhibition, Martin Dam from HSM Industri spoke about blacksmithing in a modern company and the importance of blacksmith training today. This gave the audience a concrete insight into how HSM helps to keep the craft alive - both through daily production and by contributing to the development of the next generation of blacksmiths.

The exhibition ran throughout August 2025 and showed that blacksmithing is still a proud craft in motion - with roots in tradition and an eye for future solutions.



Special days



30 YEAR

KASPER HARBOE SCHMIDT	18/1
KAMIL PLONKA	28/1

40 YEAR

BINIAM T. SIBAHATLEAB	3/3
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50 YEAR

JESPER KJÆR	31/12
RENÉ PEDERSEN	6/2
SEBASTIAN MARCINIAK	11/3

60 YEAR

JØRN HENRIKSEN	24/12
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70 YEAR

ESBEN MØLLER	27/2
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SILVER WEDDING ANNIVERSARY

BRIT LØTH BAGER	19/1
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NEWLY APPRENTICED JOURNEYMEN

ALEXANDER HONORÉ HANSEN	26/12
CHRISTIAN JØRGENSEN	16/1
LUCAS GUUL CHRISTENSEN	4/3

Resignations

Ronni Knudsen



NEWS

Grenaa Skibsværft



The upper part of the "double bottom" in Grane-R must be replaced.

In the last few months of 2025, we have had visits from many different customers. The tasks have been many and varied.

Blue. we install for MT. Højgaard and in collaboration with BP/ Soendergaard, a battery pack on their working fleet "Marion Jack". The task is carried out during operation in Aarhus Harbour, and gear and crew must therefore sail to the job every time.



Battery pack on MT. Højgaard's work fleet "Marion Jack"



Work boat that we have taken over from our good customer Aarsleff.



Our good neighbor RN has also sent various tasks to GSV. Blue. the upper part of the "double bottom" in Grane-R must be changed. After 40,000 tonnes of stone have been over the slabs, they must be replaced, and a new base slab laid just after the New Year.

Grenaa Shipyard has taken over a workboat from our good customer Aarsleff. It had become a bit "leftover" after we delivered 2 new

buildings to them.

We must have found a new name for the good ship, and could use inspiration for the name! We will therefore soon be holding a small competition on Grenaa Shipyard's Facebook page. Follow along there if you want to help us with the name.



We wish you all a Merry Christmas and a Happy New Year