Skiold A/S

Kjeldgaardsvej 3, DK-9300 Sæby

Annual Report for 2024

CVR No. 57 08 11 12

The Annual Report was presented and adopted at the Annual General Meeting of the company on 26/6 2025

Michael Jensen
Chairman of the general meeting

Contents

Management's statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Skiold A/S for the financial year 1 January - 31 December 2024.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements and the Consolidated Financial Statements give a true and fair view of the financial position at 31 December 2024 of the Company and the Group and of the results of the Company and Group operations and of consolidated cash flows for 2024.

In our opinion, Management's Review includes a true and fair account of the matters addressed in the Review.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Sæby, 11 June 2025

Executive Board

Morten Rosager Andersen
CEO

Board of Directors

Denis Viet-Jacobsen	Henrik Hougaard	Thure Bo Thomas Thuresson
Jørn Mørkeberg Nielsen Chairman	Lars Radoor Sørensen	Henriette Holmberg Olsen
Tim Bo Hansen Employee representative	Michael Harritz Markmann Olesen Employee representative	

Independent Auditor's report

To the shareholder of Skiold A/S

Opinion

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2024 and of the results of the Group's and the Parent Company's operations as well as of the consolidated cash flows for the financial year 1 January - 31 December 2024 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of Skiold A/S for the financial year 1 January - 31 December 2024, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for both the Group and the Parent Company, as well as consolidated statement of cash flows ("the Financial Statements").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the Financial Statements" section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' 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.

Statement on Management's Review

Management is responsible for Management's Review.

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

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

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

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

Management's responsibilities for the Financial Statements

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

In preparing the Financial Statements, Management is responsible for assessing the Group´s and the Parent Company´s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the Financial Statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

Independent Auditor's report

Auditor's responsibilities for the audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

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

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group´s and the Parent Company´s internal control.

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

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

- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the Consolidated Financial Statements and the Parent Company Financial Statements. We are responsible for the direction, supervision and review of the audit work performed for purposes 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.

Independent Auditor's report

Herning, 11 June 2025

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR No 33 77 12 31

Poul Spencer Poulsen
State Authorised Public Accountant
mne23324

Hans Jørgen Andersen
State Authorised Public Accountant
mne30211

Company information

The Company	Skiold A/S Kjeldgaardsvej 3 DK-9300 Sæby CVR No: 57 08 11 12 Financial period: 1 January - 31 December Municipality of reg. office: Frederikshavn
Board of Directors	Denis Viet-Jacobsen Henrik Hougaard Thure Bo Thomas Thuresson Jørn Mørkeberg Nielsen, chairman Lars Radoor Sørensen Henriette Holmberg Olsen Tim Bo Hansen, employee representative Michael Harritz Markmann Olesen, employee representative
Executive Board	Morten Rosager Andersen
Auditors	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab Platanvej 4 DK-7400 Herning

Financial Highlights

Seen over a 5-year period, the development of the Group is described by the following financial highlights:

	Group				
	2024	2023	2022	2021	2020
	TDKK	TDKK	TDKK	TDKK	TDKK
Key figures					
Profit/loss					
Revenue	850,740	829,944	1,050,212	1,203,374	987,711
Gross profit	293,219	304,093	294,014	461,116	373,135
Profit/loss of primary operations	-3,085	-27,138	-49,763	57,496	23,026
Profit/loss of financial income and expenses	-53,633	-49,057	-32,744	-25,483	-5,236
Net profit/loss for the year	-73,816	-109,811	-81,620	18,511	6,814
Balance sheet					
Balance sheet total	1,030,046	1,065,554	1,185,377	1,329,125	1,296,542
Investment in property, plant and equipment	8,695	15,918	18,545	20,008	44,568
Equity	-101,756	-25,600	83,040	166,143	142,342
Cash flows					
Cash flows from:					
- operating activities	-32,219	-70,645	23,439	60,171	69,754
- investing activities	-8,273	-19,424	-15,861	-36,674	-494,880
- financing activities	51,843	81,478	-39,908	-34,138	455,923
Change in cash and cash equivalents for the year	11,351	-8,591	-32,330	-10,641	30,797
Number of employees	571	580	725	816	648
Ratios					
Gross margin	34.5%	36.6%	28.0%	38.3%	37.8%
Profit margin	-0.4%	-3.3%	-4.7%	4.8%	2.3%
Return on assets	-0.3%	-2.5%	-4.2%	4.3%	1.8%
Solvency ratio	-9.9%	-2.4%	7.0%	12.5%	11.0%
Return on equity	115.9%	-382.4%	-65.5%	12.0%	5.0%

Management's review

Key activities

SKIOLD Group's primary activities are the development, production and sales of innovative and market leading solutions for the global agroindustry and the servicing of our large installed base. SKIOLD Group competes in three segments: Pig Equipment, Feed and Milling Technologies and Poultry Equipment.

SKIOLD strives to equip our customers with innovative and value-adding products and solutions that support environmental sustainability, animal welfare, and operational profitability. We are committed to integrating global sustainability goals into our offerings, minimising environmental impact across the entire value chain from field to livestock.

Development in the year

In 2024, SKIOLD's revenue increased by 3%.

In recent years, SKIOLD has been diligently working towards creating a more scalable and efficient business, a transformation that progressed well in 2024. The Group has invested in the consolidation, standardisation, and modularisation of its product programme, and in further streamlining our manufacturing and warehousing operations and footprint.

As a part of the transformation, the Danish factory in Bur has been sold and the production located at the Danish factory in Sæby is in the process of being moved to the factory in Poland. A total one-time negative impact of DKK 22 million has been included in the 2024 figures.

Earnings before Interest, Taxes, Depreciation and Amortisation (EBITDA) has improved from DKK 45 million in 2023 to DKK 53 million in 2024.

Pretax result shows a loss of DKK 57 million, compared to a loss of DKK 76 million in 2023, with an equity of DKK -102 million.

In May 2025, a new loan agreement has been signed with the main lenders securing the financial facilities for 2025, 2026 and 2027.

Special risks - operating risks and financial risks

Operating risks

The Group is exposed to the developments in global meat, grain, seed, steel, polymer and freight prices, as these affect the investment appetite of the Group's customers and the Group's material costs.

Foreign exchange risks

Currency risk is balanced by selling and buying in the same currency. The Group mostly trades in DKK and EUR.

Targets and expectations for the year ahead

The outlook for 2025 is clouded by the geopolitical and economic uncertainty, not least the ongoing war in Ukraine, an increased volatility in respect to trade barriers, ongoing heightened interest rates and inflation, and price volatility of scarce raw materials.

Despite these challenges, we anticipate that our revenue in 2025 will end slightly higher than in 2024.

Furthermore we expect to see a continued improvement in our profitability, net result and cash flow, due to the structural improvements and cost-saving initiatives we have implemented.

Management's review

Research and development

SKIOLD supplies equipment and solutions for feed production, seed processing, grain handling, and pig and poultry production. SKIOLD's solutions include digital management and automation solutions that help our customers achieve optimal and cost-effective feed production and livestock feeding. To sustain our competitive edge, SKIOLD is committed to continuous investment in product development and our people.

Statement of corporate social responsibility

Business model

SKIOLD Group focuses on developing, producing, and selling innovative and market-leading solutions for the global agroindustry, as well as servicing its extensive installed base. The company operates in three main segments: Pig Equipment, Feed and Milling Technologies, and Poultry Equipment.

SKIOLD is dedicated to providing customers with innovative and value-adding products and solutions that enhance environmental sustainability, animal welfare, and operational profitability. The company is committed to incorporating global sustainability goals into its offerings, aiming to minimize environmental impact throughout the entire value chain, from field to livestock.

Main risks in connection with corporate social responsibility

At SKIOLD, we have identified several key risks related to corporate social responsibility, particularly in the areas of the environment, energy efficiency, and the working environment. These include:

• Working environment: This encompasses health and safety concerns, as well as the challenge of attracting and retaining qualified labor.
• Environment and energy efficiency: This involves the overall impact of livestock production, which our products support.

We have not identified any risks in the areas of human rights, anti-corruption, and bribery. This is largely due to our operations are primarily within the EU, where we adhere to strict payment policies and maintain a clear segregation of duties. All these areas are subject to regular evaluation to ensure ongoing compliance and improvement.

Environment and energy efficiency

SKIOLD's engineering principles are designed to optimize the use of feed ingredients and livestock nutrients, which in turn enhances animal health and welfare. This efficient resource utilization contributes to food security by increasing food production. SKIOLD's solutions ensure safe livestock production through the use of best practices and advanced biosecurity technology. Additionally, our waste management technology supports sustainable livestock farming with minimal environmental impact.

Our Sigma technology, for example, cleans feed of mycotoxins, eliminating the need for unnecessary chemicals and thereby reducing negative environmental impacts. This also ensures better animal welfare, as livestock do not require higher amounts of antibiotics to eliminate these mycotoxins themselves.

Our in-house production methods have no significant environmental impact. We are increasingly utilizing suppliers who operate with higher energy efficiency than our own production. Our sites in Denmark undergo executive energy inspections in compliance with the EU energy directive. Our sites in Poland and Spain are in compliance with the local energy regulations and undergo all energy inspections that are legally required in the respective country.

In 2023, we collected data to help reduce our business's environmental impact. At the beginning of 2024, we completed our Scope 1 and 2 base year report for 2023 climate accounting. The work continued throughout 2024, and data for that year has been reported, allowing us to track the development of our Scope 1 and 2 emissions. At the end of 2024, we initiated our Scope 3 project, which aims to secure CO_2e data for our supply chain. The Scope 3 base year report is expected to be completed in 2025.

This data will inform a plan to reduce our environmental footprint, with work continuing in 2026 while the overall strategy is expected to be finalized in late 2025.

In 2023, SKIOLD appointed a Head of ESG and, in collaboration with an external partner, focused on establishing the foundation for our future ESG and sustainability strategy. These efforts continued in 2024 and alongside a Scope 3 project, we initiated a Double Materiality Assessment (DMA) to ensure that we consider both the financial impact of ESG issues and how our operations affect the environment and society. This dual perspective allows us to identify and manage risks more effectively, enhance transparency, and align our strategies with broader sustainability goals. The DMA was completed in Q2 2025.

SKIOLD has implemented a whistleblower system that allows both internal and external parties to easily alert the appropriate stakeholders if any issues arise.

Minimising raw material consumption and wastage

At SKIOLD, we are committed to minimizing the consumption of raw materials and reducing waste to lessen our environmental impact. In 2024, we continued to rationalize our product range, leading to more efficient material use through economies of scale. Value engineering played a significant role in reducing waste and improving product design. Additionally, we repurpose scrap material from other industries, transforming it into durable products with a reduced environmental footprint.

We always strive to use materials that can be recycled after use and are easy to clean, further reducing our environmental impact.

Working environment

SKIOLD adheres to local legislation and focuses on creating a positive and healthy working environment for all employees. Work environment protection is managed by the health and safety teams at each site and is coordinated by our Safety Manager.

SKIOLD continues to employ staff with reduced working abilities and strives to continuously reduce sickness-related absences among its employees. The health and safety committee has a continuous improvement process in place to prevent the recurrence of specific accidents whenever they occur.

In 2024, SKIOLD continued to collect data on accidents and sickness absences. This information will be used to develop and introduce new initiatives aimed at improving these areas moving forward.

Human rights

At SKIOLD we respect the international conventions regarding the protection of human rights and corresponding national legislation.

SKIOLD's Human Rights and Labour Policy requires the Group's employees to act with integrity and in accordance with acceptable ethical standards for human rights. The human rights and labour policy is being evaluated regular to ensure that they are relevant and in line with internal laws and conventions.

In 2022, a whistleblower system was introduced. There have not been any reports within human rights in 2024.

Financial crime and compliance

SKIOLD has an anti-financial crime policy that encourages employees to act upon any suspicion of unlawful acts or poor conduct inconsistent with our values. The policy instructs our employees to follow decent and honest business practices, and not to violate any national laws or reasonable standards imposed on us by society.

In 2022, a whistleblower system was introduced, and no irregularities have been detected during 2024.

The anti-financial crime policy is being evaluated regularly to ensure that it is relevant and in line with internal laws and conventions.

Management's review

Statement on data ethics

The group has during 2024 updated and conducted several policies including a data ethics policy.

The Group has described how data is protected and what good IT-behavior is as a part of the employee handbook, and a more detailed policy covering data ethics was launched in 2023.

In addition, in determining the company’s business strategies and when carrying out the company’s activities, management considers generally accepted principles and good business morale and applicable legislation in constantly ensured compliance with.

Income statement 1 January - 31 December

	Note	Group		Parent company	
		2024	2023	2024	2023
		TDKK	TDKK	TDKK	TDKK
Revenue	3	850,740	829,944	331,326	385,696
Other operating income		2,944	5,947	3,671	3,179
Expenses for raw materials and consumables		-424,612	-421,185	-205,030	-226,325
Other external expenses		-135,853	-110,613	-59,697	-57,140
Gross profit		**293,219**	**304,093**	**70,270**	**105,410**
Staff expenses	4	-239,364	-251,921	-117,324	-142,670
Amortisation, depreciation and impairment losses of intangible assets and property, plant and equipment	5,6	-55,852	-72,056	-14,021	-26,213
Other operating expenses		-1,088	-7,254	-1,083	-6,174
Profit/loss before financial income and expenses		**-3,085**	**-27,138**	**-62,158**	**-69,647**
Income from investments in subsidiaries	6	0	0	37,374	19,682
Financial income	7	3,866	3,233	1,819	1,531
Financial expenses	8	-57,499	-52,290	-59,214	-51,062
Profit/loss before tax		**-56,718**	**-76,195**	**-82,179**	**-99,496**
Tax on profit/loss for the year	6,9	-17,098	-33,616	8,363	-10,315
Net profit/loss for the year	10	**-73,816**	**-109,811**	**-73,816**	**-109,811**

Balance sheet 31 December

Assets

	Note	Group 2024	Group 2023	Parent company 2024	Parent company 2023
		TDKK	TDKK	TDKK	TDKK
Completed development projects		12,143	15,425	8,843	12,016
Acquired patents		295	610	0	3
Acquired licenses		4,886	6,963	3,518	5,786
Goodwill		488,497	520,721	36,188	38,720
Development projects in progress		1,216	1,831	1,216	1,216
Prepayment		1,500	0	0	0
Intangible assets	11	**508,537**	**545,550**	**49,765**	**57,741**
Land and buildings		74,198	82,708	14,386	22,401
Plant and machinery		23,135	25,989	1,326	1,574
Other fixtures and fittings, tools and equipment		10,927	9,824	910	1,100
Leasehold improvements		1,263	1,417	0	4
Property, plant and equipment	12	**109,523**	**119,938**	**16,622**	**25,079**
Investments in subsidiaries	13	0	0	708,612	682,931
Receivables from group enterprises	14	0	0	2,121	2,121
Other investments	14	25	25	0	0
Deposits	14	2,109	1,805	531	490
Fixed asset investments		**2,134**	**1,830**	**711,264**	**685,542**
Fixed assets		**620,194**	**667,318**	**777,651**	**768,362**
Inventories	15	**200,979**	**206,483**	**73,522**	**89,987**
Trade receivables		104,536	101,466	29,485	29,933
Contract work in progress		4,017	12,722	2,848	3,374
Receivables from group enterprises		18,419	13,226	97,537	88,980
Other receivables		22,533	19,244	12,825	11,293
Deferred tax asset	16	2,539	11,631	0	8,355
Corporation tax		157	157	0	0
Corporation tax receivable from group enterprises		9,421	0	9,421	0
Prepayments	17	5,585	2,992	329	741
Receivables		**167,207**	**161,438**	**152,445**	**142,676**

Balance sheet 31 December

Assets

		Group		Parent company	
	Note	2024	2023	2024	2023
		TDKK	TDKK	TDKK	TDKK
Current asset investments		**8**	**8**	**0**	**0**
Cash at bank and in hand		**41,658**	**30,307**	**4,762**	**524**
Current assets		**409,852**	**398,236**	**230,729**	**233,187**
Assets		**1,030,046**	**1,065,554**	**1,008,380**	**1,001,549**

Balance sheet 31 December

Liabilities and equity

	Note	Group 2024	Group 2023	Parent company 2024	Parent company 2023
		TDKK	TDKK	TDKK	TDKK
Share capital		20,865	20,865	20,865	20,865
Reserve for net revaluation under the equity method		0	0	49,441	23,760
Reserve for development costs		0	0	7,846	10,320
Reserve for exchange rate conversion		-4,475	-2,135	0	0
Retained earnings		-118,146	-44,330	-179,908	-80,545
Equity		**-101,756**	**-25,600**	**-101,756**	**-25,600**
Provision for deferred tax	16	1,456	1,550	0	0
Other provisions	18	7,077	8,252	4,498	6,684
Provisions		**8,533**	**9,802**	**4,498**	**6,684**
Mortgage loans		38,203	41,334	35,840	38,531
Lease obligations		8,447	10,122	434	916
Other payables		18,779	19,495	15,652	14,718
Long-term debt	19	**65,429**	**70,951**	**51,926**	**54,165**
Mortgage loans	19	3,140	2,978	2,700	2,524
Credit institutions		466,835	341,083	458,917	335,141
Lease obligations	19	931	662	240	0
Prepayments received from customers		47,463	68,684	20,120	22,937
Trade payables		70,702	81,748	18,508	42,884
Payables to group enterprises		380,057	443,682	520,802	530,438
Corporation tax		1,228	6,662	0	0
Payables to group enterprises relating to corporation tax		8,514	0	0	0
Other payables	19	73,320	60,647	32,425	32,376
Deferred income	20	5,650	4,255	0	0
Short-term debt		**1,057,840**	**1,010,401**	**1,053,712**	**966,300**
Debt		**1,123,269**	**1,081,352**	**1,105,638**	**1,020,465**
Liabilities and equity		**1,030,046**	**1,065,554**	**1,008,380**	**1,001,549**

Balance sheet 31 December

Liabilities and equity

	Note	Group		Parent company	
		2024	2023	2024	2023
		TDKK	TDKK	TDKK	TDKK
Uncertainty relating to recognition and measurement	1				
Subsequent events	2				
Contingent assets, liabilities and other financial obligations	23				
Related parties	24				
Fee to auditors appointed at the general meeting	25				
Accounting Policies	26				

Statement of changes in equity

Group

	Share capital	Reserve for exchange rate conversion	Retained earnings	Total
	TDKK	TDKK	TDKK	TDKK
Equity at 1 January	20,865	-2,135	-44,330	-25,600
Exchange adjustments	0	-2,340	0	-2,340
Net profit/loss for the year	0	0	-73,816	-73,816
Equity at 31 December	**20,865**	**-4,475**	**-118,146**	**-101,756**

Parent company

	Share capital	Reserve for net revaluation under the equity method	Reserve for development costs	Retained earnings	Total
	TDKK	TDKK	TDKK	TDKK	TDKK
Equity at 1 January	20,865	23,760	10,320	-80,545	-25,600
Exchange adjustments relating to foreign entities	0	-2,340	0	0	-2,340
Development costs for the year	0	0	-2,474	2,474	0
Net profit/loss for the year	0	28,021	0	-101,837	-73,816
Equity at 31 December	**20,865**	**49,441**	**7,846**	**-179,908**	**-101,756**

Cash flow statement 1 January - 31 December

	Note	Group 2024	Group 2023
		TDKK	TDKK
Result of the year		-73,816	-109,811
Adjustments	21	123,788	155,257
Change in working capital	22	-14,117	-56,074
Cash flow from operations before financial items		**35,855**	**-10,628**
Financial income		3,866	3,233
Financial expenses		-57,499	-52,290
Cash flows from ordinary activities		**-17,778**	**-59,685**
Corporation tax paid		-14,441	-10,960
Cash flows from operating activities		**-32,219**	**-70,645**
Purchase of intangible assets		-5,128	-10,631
Purchase of property, plant and equipment		-8,690	-15,919
Fixed asset investments made etc		-304	-15
Sale of intangible assets		10	0
Sale of property, plant and equipment		5,839	7,032
Sale of fixed asset investments made etc		0	109
Cash flows from investing activities		**-8,273**	**-19,424**
Repayment of mortgage loans		-2,969	-2,467
Repayment of loans from credit institutions		-29,248	-6,152
Reduction of lease obligations		-1,406	0
Repayment of payables to group enterprises		-68,818	0
Repayment of other long-term debt		-716	0
Raising of loans from credit institutions		155,000	0
Lease obligations incurred		0	10,192
Raising of payables to group enterprises		0	77,002
Raising of other long-term debt		0	2,903
Cash flows from financing activities		**51,843**	**81,478**
Change in cash and cash equivalents		**11,351**	**-8,591**
Cash and cash equivalents at 1 January		30,315	38,906
Cash and cash equivalents at 31 December		**41,666**	**30,315**

Cash flow statement 1 January - 31 December

	Note	Group 2024	Group 2023
		TDKK	TDKK
Cash and cash equivalents are specified as follows:			
Cash at bank and in hand		41,658	30,307
Current asset investments		8	8
Cash and cash equivalents at 31 December		**41,666**	**30,315**

Notes to the Financial Statements

1. Uncertainty relating to recognition and measurement

Determining the carrying value of certain assets and liabilities requires judgments, estimates and assumptions about future events. The estimates and assumptions carried out are i.e. based on historical experiences and other factors which the Management assesses to be reliable but which inherently are uncertain and unpredictable. The assumptions can change, and unexpected events or circumstances may occur. As a result of the risks and uncertainties that the Group is subject to, actual results may differ from these estimates. It may be necessary to change previous estimates as a result of changes in the factors underlying these estimates due to new information or as a result of subsequent events.

Estimates, which are specific essential for the presentation of the financial statements for SKIOLD, are carried out by recognition of development projects and recognition of goodwill.

Development projects

Development projects relate to new products developed in SKIOLD. The market is dynamic and constantly developing. The fierce competition, combined with the customers' desire for the best solutions, means that if we are not among the best on the market, it must be expected that certain development projects will fall away. This will cause costs for the development project to be lost. Incurred costs are only recognized to the extent that the management assesses that they can be capitalized. For a more detailed description of development projects, please refer to note 11.

Goodwill

By an impairment test of investments, including goodwill, an estimation is made of how the parts of the business, which the goodwill relates to, will be able to generate sufficient positive cash flows in the future to support the value of goodwill and other net assets. Due to the nature of the business, estimation of expected cash flow must be made many years into the future, leading to some uncertainty.

The most essential assumptions used for the impairment test besides expected revenue and margins on this in 2025-2029 - is an after tax WACC of 8.4% and expectations of growth of 2.0% in the terminal period after 2029.

2. Subsequent events

In May 2025 a new loan agreement has been signed with the main lenders securing the financial facilities until December 2027.

Notes to the Financial Statements

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
3. Revenue				
Geographical segments				
Revenue, EU	599,067	531,062	242,195	231,887
Revenue, outside EU	251,673	298,882	89,131	153,809
	850,740	**829,944**	**331,326**	**385,696**
Business segments				
Processing plant and equipment	234,854	268,824	124,365	179,115
Livestock farming and equipment	615,886	561,120	206,961	206,581
	850,740	**829,944**	**331,326**	**385,696**

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
4. Staff expenses				
Wages and salaries	192,130	203,084	100,591	123,183
Pensions	21,760	24,335	15,004	17,068
Other social security expenses	21,236	21,338	1,729	2,419
Other staff expenses	4,238	3,164	0	0
	239,364	**251,921**	**117,324**	**142,670**
Including remuneration to the Board of Directors	**129**	**200**	**129**	**200**
Average number of employees	**571**	**580**	**174**	**224**

As regards the Parent Company and the Group, remuneration of the Executive Board in 2024 was paid by SKIOLD Holding A/S, which invoices SKIOLD A/S for management services received.

SKIOLD Group has established an Incentive Programme for the Executive Board and the Board of Directors as well as key employees. The price for one share was DKK 0.14239 and the warrants were priced by using Black Scholes Valuation methodology. Each warrant gives the right to purchase one share and the exercise price for the warrants will increase year-on-year with a hurdle rate. The warrants can be exercised when SKIOLD Group divests SKIOLD Holding A/S if certain IRR thresholds are achieved, if not the warrants are worthless and the employees' investment in warrants is lost. If SKIOLD Group does not divest SKIOLD Holding A/S the warrants can be exercised in January 2030.

The warrant programme contains 130.8 million warrants.

Notes to the Financial Statements

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
5. Amortisation, depreciation and impairment losses of intangible assets and property, plant and equipment				
Amortisation of intangible assets	41,422	41,603	10,836	11,248
Depreciation of property, plant and equipment	14,430	30,453	3,185	14,965
	55,852	**72,056**	**14,021**	**26,213**

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
6. Special items				
Impairment of land and buildings	0	9,025	0	9,025
Impairment of plant and machinery	0	1,513	0	1,513
Write-downs of deferred tax asset in foreign subsidiaries	0	0	0	5,260
Write-downs of deferred tax asset, previous year	0	15,575	0	10,315
Not recognised deferred tax asset, current year	17,131	24,608	17,131	24,608
	17,131	**50,721**	**17,131**	**50,721**

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
7. Financial income				
Interest from group enterprises	550	389	1,742	1,502
Other financial income	221	528	77	29
Exchange gains	3,095	2,316	0	0
	3,866	**3,233**	**1,819**	**1,531**

Notes to the Financial Statements

8. Financial expenses

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
Interest to group enterprises	13,220	14,663	15,987	15,787
Other financial expenses	44,279	37,627	43,227	35,275
	57,499	**52,290**	**59,214**	**51,062**

9. Income tax expense

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
Current tax for the year	15,975	17,921	-9,421	0
Deferred tax for the year	2,226	15,701	1,058	10,315
Adjustment of tax concerning previous years	-1,103	-6	0	0
	17,098	**33,616**	**-8,363**	**10,315**

10. Profit allocation

	Parent company	
	2024	2023
	TDKK	TDKK
Reserve for net revaluation under the equity method	28,021	-9,223
Retained earnings	-101,837	-100,588
	-73,816	**-109,811**

Notes to the Financial Statements

11. Intangible fixed assets

Group

	Completed development projects	Acquired patents	Acquired licenses	Goodwill	Development projects in progress	Prepayment
	TDKK	TDKK	TDKK	TDKK	TDKK	TDKK
Cost at 1 January	78,960	10,033	35,730	645,483	1,831	0
Exchange adjustment	-1	44	18	-31	0	0
Additions for the year	2,878	0	343	0	407	1,500
Disposals for the year	0	0	-25	0	0	0
Transfers for the year	1,022	0	0	0	-1,022	0
Cost at 31 December	82,859	10,077	36,066	645,452	1,216	1,500
Impairment losses and amortisation at 1 January	63,535	9,423	28,767	124,762	0	0
Exchange adjustment	6	-18	38	8	0	0
Amortisation for the year	7,175	377	2,375	32,185	0	0
Impairment losses and amortisation at 31 December	70,716	9,782	31,180	156,955	0	0
Carrying amount at 31 December	**12,143**	**295**	**4,886**	**488,497**	**1,216**	**1,500**

Development projects in progress
Development projects in progress comprise SKIOLD's range of products. The costs consist, in all material respects, of costs relating to payroll and direct costs registered through the project ledger in the ERP system. The carrying amount of development projects in progress amounts to TDKK 1,216 at 31 December 2024. The projects in progress are expected to be completed within the next 5 years. Management expects additional costs of approx. TDKK 2,200 relating to projects in progress before they can be completed.

Completed development projects
Completed development projects comprise milling components, pig house solutions, grain handling equipment, poultry equipment, software etc. The projects are completed on a continuous basis and are amortised over a maximum period of 5 years. The individual development projects consist of products included as components or in a project for which reason there is no calculation of contribution margin per development project. Contribution margins, however, are calculated per product line, which are all satisfactory and contribute to supporting Management's decision not to amortise completed development projects.

Impairment testing of development projects
In 2024, management made an impairment test of the carrying amount of the development projects. It is assessed that the recoverable amount by way of value in use exceeds the carrying amount. The value in use is calculated based on estimated earnings on the basis of expectations for the coming years.

Notes to the Financial Statements

Parent company

	Completed develop-ment projects	Acquired patents	Acquired licenses	Goodwill	Develop-ment projects in progress
	TDKK	TDKK	TDKK	TDKK	TDKK
Cost at 1 January	67,367	519	25,196	46,314	1,216
Exchange adjustment	0	0	0	0	0
Additions for the year	2,879	0	0	0	0
Disposals for the year	0	0	-25	0	0
Transfers for the year	0	0	0	0	0
Cost at 31 December	70,246	519	25,171	46,314	1,216
Impairment losses and amortisation at 1 January	55,351	516	19,410	7,595	0
Exchange adjustment	0	0	0	0	0
Amortisation for the year	6,052	3	2,243	2,531	0
Impairment losses and amortisation at 31 December	61,403	519	21,653	10,126	0
Carrying amount at 31 December	**8,843**	**0**	**3,518**	**36,188**	**1,216**

Notes to the Financial Statements

12. Property, plant and equipment

Group

	Land and buildings	Plant and machinery	Other fixtures and fittings, tools and equipment	Leasehold improve-ments
	TDKK	TDKK	TDKK	TDKK
Cost at 1 January	170,360	205,659	41,381	2,151
Exchange adjustment	560	371	894	14
Additions for the year	654	4,849	3,192	0
Disposals for the year	-25,601	-18,476	-3,315	0
Cost at 31 December	145,973	192,403	42,152	2,165
Impairment losses and depreciation at 1 January	87,652	179,670	31,557	734
Exchange adjustment	80	277	939	0
Depreciation for the year	3,844	6,656	2,010	168
Reversal of impairment and depreciation of sold assets	-19,801	-17,335	-3,281	0
Impairment losses and depreciation at 31 December	71,775	169,268	31,225	902
Carrying amount at 31 December	**74,198**	**23,135**	**10,927**	**1,263**
Including assets under finance leases amounting to	0	5,673	732	0

Notes to the Financial Statements

Parent company

	Land and buildings	Plant and machinery	Other fixtures and fittings, tools and equipment	Leasehold improve-ments
	TDKK	TDKK	TDKK	TDKK
Cost at 1 January	92,658	40,280	8,137	515
Additions for the year	0	155	60	0
Disposals for the year	-25,601	-15,772	-2,764	0
Cost at 31 December	67,057	24,663	5,433	515
Impairment losses and depreciation at 1 January	70,256	38,706	7,037	511
Depreciation for the year	2,216	703	250	4
Reversal of impairment and depreciation of sold assets	-19,801	-16,072	-2,764	0
Impairment losses and depreciation at 31 December	52,671	23,337	4,523	515
Carrying amount at 31 December	**14,386**	**1,326**	**910**	**0**
Including assets under finance leases amounting to	0	0	732	0

Notes to the Financial Statements

	Parent company	
	2024	2023
	TDKK	TDKK

13. Investments in subsidiaries

	2024	2023
Cost at 1 January	659,171	660,543
Disposals for the year	0	-1,372
Cost at 31 December	659,171	659,171
Value adjustments at 1 January	23,760	31,812
Disposals for the year	0	3,640
Exchange adjustment	-2,340	1,171
Net profit/loss for the year	64,848	49,461
Dividend to the Parent Company	-9,356	-32,545
Amortisation of goodwill	-29,467	-29,472
Change in intercompany profit on inventories	1,996	-307
Value adjustments at 31 December	49,441	23,760
Carrying amount at 31 December	**708,612**	**682,931**

Investments in subsidiaries are specified as follows:

Name	Place of registered office	Share capital	Ownership
SKIOLD Ukrain LLC	Cherkasy, Ukrain	TEUR 13	100%
SKIOLD France SAS	Pontivy, France	TEUR 1,575	100%
SKIOLD Acemo SAS	Pontivy, France	TEUR 218	100%
SKIOLD AB	Ängelholm, Sweden	TSEK 100	100%
SKIOLD (Qingdao) Machinery Co., Ltd.	Shandong, China	TRMB 1,299	100%
SKIOLD BL Sp. z.o.o.	Kutno, Poland	TPLN 4,429	100%
SKIOLD GmbH	Fockberg, Germany	TEUR 26	100%
LLC SKIOLD	Moscow, Russia	TRUB 500	100%
LANDMECO A/S	Ølgod, Denmark	TDKK 2,000	100%
Rotecna S.A.	Agramunt, Spain	TDKK 2,006	100%
SKIOLD Jyden China Holding A/S	Holstebro, Denmark	TDKK 1,000	100%
SKIOLD Jyden Animal Housing (Qingdao) Co., Ltd.	Shandong, China	TRMB 3,350	100%
SKIOLD & Vacuum Milling Solution Pty Ltd.	Jimboomba, Australia	TAUD 140	100%
Skiold South East Asia Company Ltd.	Ho Chi Minh City, Vietnam	TVND 300	100%

Notes to the Financial Statements

14. Other fixed asset investments

	Group		Parent company	
	Other investments	Deposits	Receivables from group enterprises	Deposits
	TDKK	TDKK	TDKK	TDKK
Cost at 1 January	25	1,805	2,121	490
Additions for the year	0	304	0	41
Cost at 31 December	25	2,109	2,121	531
Carrying amount at 31 December	**25**	**2,109**	**2,121**	**531**

15. Inventories

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
Raw materials and consumables	70,815	70,541	1,816	4,489
Work in progress	23,771	24,354	6,692	10,850
Finished goods and goods for resale	106,022	110,941	65,014	74,648
Prepayments for goods	371	647	0	0
	200,979	**206,483**	**73,522**	**89,987**

Notes to the Financial Statements

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK

16. Deferred tax asset

Deferred tax asset at 1 January	10,081	30,814	8,355	24,108
Other movements in deferred tax for the year	-6,772	-5,085	-7,297	-5,438
Amounts recognised in the income statement for the year	-2,226	-15,648	-1,058	-10,315
Deferred tax asset at 31 December	**1,083**	**10,081**	**0**	**8,355**
Recognised in the balance sheet as follows:				
Assets	2,539	11,631	0	8,355
Provisions	-1,456	-1,550	0	0
	1,083	**10,081**	**0**	**8,355**

The Parent Company has a not recognised tax asset regarding tax loss carry-forwards in Denmark of DKK 52.1 mio. (Group DKK 52.1 mio.)

17. Prepayments

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

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK

18. Other provisions

The Company provides warranties on some of its products and is therefore obliged to repair or replace goods which are not satisfactory. Based on previous experience in respect of the level of repairs and returns, other provisions have been recognised for expected warranty claims.

Other provisions	7,077	8,252	4,498	6,684
	7,077	**8,252**	**4,498**	**6,684**
The provisions are expected to mature as follows:				
After 5 years	7,077	8,252	4,498	6,684
	7,077	**8,252**	**4,498**	**6,684**

19. Long-term debt

Payments due within 1 year are recognised in short-term debt. Other debt is recognised in long-term debt.

The debt falls due for payment as specified below:

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
Mortgage loans				
After 5 years	24,708	28,504	24,192	27,542
Between 1 and 5 years	13,495	12,830	11,648	10,989
Long-term part	38,203	41,334	35,840	38,531
Within 1 year	3,140	2,978	2,700	2,524
	41,343	**44,312**	**38,540**	**41,055**
Lease obligations				
After 5 years	869	2,619	0	0
Between 1 and 5 years	7,578	7,503	434	916
Long-term part	8,447	10,122	434	916
Within 1 year	931	662	240	0
	9,378	**10,784**	**674**	**916**
Other payables				
After 5 years	13,711	12,971	13,711	12,971
Between 1 and 5 years	5,068	6,524	1,941	1,747
Long-term part	18,779	19,495	15,652	14,718
Other short-term payables	73,320	60,647	32,425	32,376
	92,099	**80,142**	**48,077**	**47,094**

20. Deferred income

Deferred income consists of payments received in respect of income in subsequent years.

21. Cash flow statement - Adjustments

	Group	
	2024	2023
	TDKK	TDKK
Financial income	-3,866	-3,233
Financial expenses	57,499	52,290
Depreciation, amortisation and impairment losses, including losses and gains on sales	55,571	71,413
Tax on profit/loss for the year	17,098	33,616
Exchange adjustments	-2,514	1,171
	123,788	**155,257**

22. Cash flow statement - Change in working capital

	Group	
	2024	2023
	TDKK	TDKK
Change in inventories	5,504	51,948
Change in receivables	-247	-11,888
Change in other provisions	-1,175	-8,941
Change in trade payables, etc	-18,199	-87,193
	-14,117	**-56,074**

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK
23. Contingent assets, liabilities and other financial obligations				
Charges and security				
The following assets have been placed as security with mortgage credit institutes:				
Land and buildings with a carrying amount of	37,011	45,552	14,386	22,401
The following assets have been placed as security with bankers:				
Mortgage deeds registered to the mortgagor totalling TDKK 2,450 (TDKK 6,650), providing security on land and buildings as well as other property, plant and equipment at a total carrying amount of	22,625	28,951	0	5,800
A floating charge of TDKK 18,000. The floating charge includes tangible fixes assets, inventory and trade receivables with a carrying amount of	188,150	206,621	143,552	163,439
Bank deposit with a carrying amount of	318	0	318	0

All shares in LANDMECO A/S and SKIOLD BL Sp. z.o.o. have been pledged with first ranking priority to Nordea Danmark, Filial af Nordea Bank AB (publ), Sweden, as agent and representative for the benefit of certain Secured Parties (as defined in the share pledge agreement) pursuant to a share pledge agreement original dated 28 November 2017 and later amended in respect of a Facilities Agreement of TDKK 352,500 + TEUR 39,000. Furthermore pledge through floating charge of all asset in SKIOLD BL Sp. z.o.o. and charge over intercompany loans - both in respect of the Facilities agreement.

	Group 2024	Group 2023	Parent company 2024	Parent company 2023
Rental and lease obligations				
Lease obligations under operating leases. Total future lease payments:				
Within 1 year	5,356	4,432	2,614	2,210
Between 1 and 5 years	8,787	7,608	5,204	4,808
	14,143	**12,040**	**7,818**	**7,018**
Rental obligations, period of nonterminability 1-114 (126) months	27,385	32,884	369	705

	Group		Parent company	
	2024	2023	2024	2023
	TDKK	TDKK	TDKK	TDKK

23. Contingent assets, liabilities and other financial obligations

Guarantee obligations

The Parent Company and Group has issued guarantee to its credit institutions in relation to all bank debts in the group.

The Parent Company has issued guarantees to third parties af TDKK 200 and TEUR 1.374.

Other contingent liabilities

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

24. Related parties and disclosure of consolidated financial statements

	Basis
Controlling interest	
SKIOLD Holding A/S, CVR 39 08 42 79	Parent Company
SKIOLD Group A/S, CVR 39 08 38 92	Majority shareholder in Parent Company
Plemont Co-Investment No. 1 Seperate Limited Partnership	Majority shareholder in SKIOLD Group A/S

Transactions

During the year, apart from intra-group transactions and normal management remuneration, no transactions were carried out with the Board of Directors, the Executive Board, senior executives, significant shareholders, affiliated companies or other related parties that were not carried out on normal market terms pursuant to section 98 c, subsection 7.

Consolidated Financial Statements

The Company is included in the Group Annual Report of the Parent Company of the largest and smallest group:

Name	Place of registered office
Skiold Group A/S	Sæby, Denmark
Skiold Holding A/S	Sæby, Denmark

25. Fee to auditors appointed at the general meeting

With reference to section 96(3) of the Danish Financial Statements Act and to the note concerning fee to auditors appointed at the general meeting in the consolidated financial statements of SKIOLD Group A/S, the company has not prepared the note.

26. Accounting policies

The Annual Report of Skiold A/S for 2024 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The accounting policies applied remain unchanged from last year.

The Consolidated Financial Statements and the Parent Company Financial Statements for 2024 are presented in TDKK.

Recognition and measurement

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

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Certain financial assets and liabilities are measured at amortised cost, which involves the recognition of a constant effective interest rate over the maturity period. Amortised cost is calculated as original cost less any repayments and with addition/deduction of the cumulative amortisation of any difference between cost and the nominal amount. In this way, capital losses and gains are allocated over the maturity period.

Recognition and measurement take into account predictable losses and risks occurring before the presentation of the Annual Report which confirm or invalidate affairs and conditions existing at the balance sheet date.

Basis of consolidation

The Consolidated Financial Statements comprise the Parent Company, Skiold A/S, and subsidiaries in which the Parent Company directly or indirectly holds more than 50% of the votes or in which the Parent Company, through share ownership or otherwise, exercises control. Enterprises in which the Group holds between 20% and 50% of the votes and exercises significant influence but not control are classified as associates.

On consolidation, items of a uniform nature are combined. Elimination is made of intercompany income and expenses, shareholdings, dividends and accounts as well as of realised and unrealised profits and losses on transactions between the consolidated enterprises.

The Parent Company's investments in the consolidated subsidiaries are set off against the Parent Company's share of the net asset value of subsidiaries stated at the time of consolidation.

Business combinations

Business acquisitions carried through on or after 1 July 2018

Acquisitions of subsidiaries are accounted for using the purchase method under which the identifiable assets and liabilities of the entity acquired are measured at fair value at the time of acquisition. Acquired contingent liabilities are recognised at fair value in the Consolidated Financial Statements to the extent that the value can be measured reliably.

The time of acquisition is the time when the Group obtains control of the entity acquired.

The cost of the entity acquired is the fair value of the consideration agreed, including consideration contingent on future events. Transaction costs directly attributable to the acquisition of subsidiaries are recognised in the income statement as incurred.

Positive differences between the cost of the entity acquired and identifiable assets and liabilities are recognised as goodwill in intangible assets in the balance sheet and are amortised in the income statement on a straight-line basis over their estimated useful lives. Where the differences are negative, they are recognised immediately in the income statement.

Where the purchase price allocation is not final, positive and negative differences from acquired subsidiaries due to changes to the recognition and measurement of identifiable net assets may be adjusted for up to 12 months after the time of acquisition. These adjustments are also reflected in the value of goodwill or negative goodwill, including in amortisation already made.

Where cost includes contingent consideration, this is measured at fair value at the time of acquisition. Contingent consideration is subsequently measured at fair value. Any value adjustments are recognised in the income statement.

In respect of step acquisitions, any previously held investments in the entity acquired are remeasured at fair value at the time of acquisition. The difference between the carrying amount of the investment previously held and the fair value is recognised in the income statement.

Business acquisitions carried through before 1 July 2018

Subject to some exemptions, acquisitions carried through before 1 July 2018 are accounted for under the same accounting policies as those applying to business combinations carried through on or after 1 July 2018. The most material exemptions are:

- Identifiable assets and liabilities of the entity acquired are recognised only if they are probable.
- Identifiable contingent liabilities of the entity acquired are not recognised in the consolidated balance sheet.
- Where the purchase price allocation is not final, positive and negative differences due to changes to the recognition and measurement of the acquired net assets may be adjusted until the end of the financial year following the year of acquisition. These adjustments are also reflected in the value of goodwill or negative goodwill, including in amortisation already made.
- Transaction costs directly attributable to the acquisition of subsidiaries are included as part of cost.
- After the initial recognition, adjustment of contingent consideration is recognised directly with its counter entry in initial purchase price, thus correcting the value of goodwill or negative goodwill.
- In respect of step acquisitions, the carrying amount of the existing investments is recognised in cost.

Leases

Leases in terms of which the Group assumes substantially all the risks and rewards of ownership (finance leases) are recognised in the balance sheet at the lower of the fair value of the leased asset and the net present value of the lease payments computed by applying the interest rate implicit in the lease or an alternative borrowing rate as the discount rate. Assets acquired under finance leases are depreciated and written down for impairment under the same policy as determined for the other fixed assets of the Group.

The remaining lease obligation is capitalised and recognised in the balance sheet under debt, and the interest element on the lease payments is charged over the lease term to the income statement.

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

Notes to the Financial Statements

Translation policies

Danish kroner is used as the presentation currency. All other currencies are regarded as foreign currencies.

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement. Where foreign exchange transactions are considered hedging of future cash flows, the value adjustments are recognised directly in equity.

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the transaction date rates are recognised in financial income and expenses in the income statement; however, see the section on hedge accounting.

Income statements of foreign subsidiaries and associates that are separate legal entities are translated at transaction date rates or approximated average exchange rates. Balance sheet items are translated at the exchange rates at the balance sheet date. Exchange adjustments arising on the translation of the opening equity and exchange adjustments arising from the translation of the income statements at the exchange rates at the balance sheet date are recognised directly in equity.

Income statements of enterprises that are integrated entities are translated at transaction date rates or approximated average exchange rates; however, items derived from non-monetary balance sheet items are translated at the transaction date rates of the underlying assets or liabilities. Monetary balance sheet items are translated at the exchange rates at the balance sheet date, whereas non-monetary items are translated at transaction date rates. Exchange adjustments arising on the translation are recognised in financial income and expenses in the income statement.

Segment information on revenue

Information on business segments and geographical segments is based on the Group´s risks and returns and its internal financial reporting system. Business segments are regarded as the primary segments.

Incentive schemes

The value of share-based payment, including share option and warrant plans that do not involve an outflow of cash and cash equivalents, offered to the Executive Board and a number of senior employees is not recognised in the income statement. The most significant conditions of the share option plans are disclosed in the notes.

Income statement

Revenue

Revenue from the sale of goods is recognised when the risks and rewards relating to the goods sold have been transferred to the purchaser, the revenue can be measured reliably and it is probable that the economic benefits relating to the sale will flow to the Group.

Contract work in progress (construction contracts) is recognised at the rate of completion, which means that revenue equals the selling price of the work completed for the year (percentage-of-completion method). This method is applied when total revenues and expenses in respect of the contract and the stage of completion at the balance sheet date can be measured reliably, and it is probable that the economic benefits, including payments, will flow to the Group. The stage of completion is determined on the basis of the ratio between the expenses incurred and the total expected expenses of the contract.

Revenue is measured at the consideration received and is recognised exclusive of VAT and net of discounts relating to sales.

Notes to the Financial Statements

Expenses for raw materials and consumables

Expenses for raw materials and consumables comprise the raw materials and consumables consumed to achieve the consolidated revenue for the year.

Other external expenses

Other external expenses comprise indirect production costs and expenses for premises, sales as well as office expenses, etc.

Staff expenses

Staff costs include wages and salaries including compensated absence and pensions as well as other social security contributions etc. made to the entity's employees.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

Other operating income and expenses

Other operating income and other operating expenses comprise items of a secondary nature to the main activities of the Group, including gains and losses on the sale of intangible assets and property, plant and equipment.

Income from investments in subsidiaries

The item “Income from investments in subsidiaries” in the income statement includes the proportionate share of the profit for the year.

Financial income and expenses

Financial income and expenses comprise interest, financial expenses in respect of finance leases, realised and unrealised exchange adjustments, price adjustment of securities, amortisation of mortgage loans as well as extra payments and repayment under the on-account taxation scheme.

Tax on profit/loss for the year

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

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

The Company is jointly taxed with SKIOLD Group A/S and other Danish enterprises in the associated joint taxation. The tax effect of the joint taxation with the subsidiaries is allocated to Danish enterprises showing profits or losses in proportion to their taxable incomes (full allocation with credit for tax losses).

Notes to the Financial Statements

Balance sheet

Intangible fixed assets

Goodwill

Goodwill acquired is measured at cost less accumulated amortisation. Goodwill is amortised on a straight-line basis over its useful life, which is assessed at 10 or 20 years.

The estimated useful life has been determined by taking into consideration the business platform acquired, including a strong brand and reputation as well as very loyal customers.

Development projects

Costs of development projects comprise salaries, amortisation and other expenses directly or indirectly attributable to the Company’s development activities.

Development projects that are clearly defined and identifiable and in respect of which technical feasibility, sufficient resources and a potential future market or development opportunity in the enterprise can be demonstrated, and where it is the intention to manufacture, market or use the project, are recognised as intangible assets. This applies if sufficient certainty exists that the value in use of future earnings can cover cost of sales, distribution and administrative expenses involved as well as the development costs.

Development projects that do not meet the criteria for recognition in the balance sheet are recognised as expenses in the income statement as incurred.

Capitalised development costs are measured at cost less accumulated amortisation and impairment losses or at a lower recoverable amount. An amount corresponding to the recognised development costs is allocated to the equity item 'Reserve for development costs'. The reserve comprises only development costs recognised in financial years beginning on or after 1 January 2016. The reserve is reduced by amortisation of and impairment losses on the development projects on a continuing basis.

As of the date of completion, capitalised development costs are amortised on a straight-line basis over the period of the expected economic benefit from the development work. The amortisation period is 5 year.

Other intangible fixed assets

Patents and licences are measured at the lower of cost less accumulated amortisation and recoverable amount. Patents are amortised over the remaining patent period, and licences are amortised over the licence period; however not exceeding 3-7 years.

Property, plant and equipment

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

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use. In the case of assets of own construction, cost comprises direct and indirect expenses for labour, materials, components and sub-suppliers.

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

Production buildings	10-50 years
Other buildings	10-50 years
Plant and machinery	5-10 years
Other fixtures and fittings, tools and equipment	3-10 years
Leasehold improvements	5 years

The fixed assets' residual values are determined at nil.

Depreciation period and residual value are reassessed annually.

Impairment of fixed assets

The carrying amounts of intangible assets and property, plant and equipment and investments are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

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

Investments in subsidiaries

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

The item "Investments in subsidiaries" in the balance sheet include the proportionate ownership share of the net asset value of the enterprises calculated on the basis of the fair values of identifiable net assets at the time of acquisition with deduction or addition of unrealised intercompany profits or losses and with addition of the remaining value of any increases in value and goodwill calculated at the time of acquisition of the enterprises.

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

Subsidiaries with a negative net asset value are recognised at DKK 0. Any legal or constructive obligation of the Parent Company to cover the negative balance of the enterprise is recognised in provisions.

Fixed asset investments

Investments which are not traded in an active market are measured at the lower of cost and recoverable amount.

Other fixed asset investments

Other fixed asset investments consist of deposits.

Inventories

Inventories are measured at the lower of cost under the FIFO method and net realisable value.

The net realisable value of inventories is calculated at the amount expected to be generated by sale of the inventories 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 selling price.

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

The cost of finished goods and work in progress comprises the cost of raw materials, consumables and direct labour with addition of indirect production costs. Indirect production costs comprise the cost of indirect materials and labour as well as maintenance and depreciation of the machinery, factory buildings and equipment used in the manufacturing process as well as costs of factory administration and management.

Receivables

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

Notes to the Financial Statements

Contract work in progress

Contract work in progress is measured at selling price of the work performed calculated on the basis of the stage of completion. The stage of completion is measured by the proportion that the contract expenses incurred to date bear to the estimated total contract expenses. Where it is probable that total contract expenses will exceed total revenues from a contract, the expected loss is recognised as an expense in the income statement.

Where the selling price cannot be measured reliably, the selling price is measured at the lower of expenses incurred and net realisable value.

Payments received on account are set off against the selling price. The individual contracts are classified as receivables when the net selling price is positive and as liabilities when the net selling price is negative.

Expenses relating to sales work and the winning of contracts are recognised in the income statement as incurred.

Prepayments

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

Current Asset Investments

Current Asset Investments, which consist of listed bonds and shares, are measured at their fair values at the balance sheet date. Fair value is determined on the basis of the latest quoted market price.

Investments which are not traded in an active market are measured at the lower of cost and recoverable amount.

Provisions

Provisions are recognised when - in consequence of an event occurred before or on the balance sheet date - the Group has a legal or constructive obligation and it is probable that economic benefits must be given up to settle the obligation.

Other provisions include warranty obligations in respect of repair work within the warranty period of 1-5 years. Provisions are measured and recognised based on experience with guarantee work.

Deferred tax assets and liabilities

Deferred tax is recognised in respect of all temporary differences between the carrying amount and the tax base of assets and liabilities. However, deferred tax is not recognised in respect of temporary differences concerning goodwill not deductible for tax purposes and other items - apart from business acquisitions - where temporary differences have arisen at the time of acquisition without affecting the profit for the year or the taxable income.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. In cases where the computation of the tax base may be made according to alternative tax rules, deferred tax is measured on the basis of the intended use of the asset and settlement of the liability, respectively.

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

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

Notes to the Financial Statements

Current tax receivables and liabilities

Current tax receivables and liabilities are recognised in the balance sheet at the amount calculated on the basis of the expected taxable income for the year adjusted for tax on taxable incomes for prior years. Tax receivables and liabilities are offset if there is a legally enforceable right of set-off and an intention to settle on a net basis or simultaneously.

Financial liabilities

Loans, such as mortgage loans and loans from credit institutions, are recognised initially at the proceeds received net of transaction expenses incurred. Subsequently, the loans are measured at amortised cost; the difference between the proceeds and the nominal value is recognised as an interest expense in the income statement over the loan period.

Mortgage loans are measured at amortised cost, which for cash loans corresponds to the remaining loan. Amortised cost of debenture loans corresponds to the remaining loan calculated as the underlying cash value of the loan at the date of raising the loan adjusted for depreciation of the price adjustment of the loan made over the term of the loan at the date of raising the loan.

Other debts are measured at amortised cost, substantially corresponding to nominal value.

Deferred income

Deferred income comprises payments received in respect of income in subsequent years.

Cash Flow Statement

With reference to section 86(4) of the Danish Financial Statements Act, the Parent Company has not prepared a cash flow statement for the Company itself but has only prepared a cash flow statement for the Group.

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

Cash flows from operating activities

Cash flows from operating activities are calculated as the 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

Cash flows from investing activities comprise cash flows from acquisitions and disposals of intangible assets, property, plant and equipment as well as fixed asset investments.

Cash flows from financing activities

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

Cash and cash equivalents

Cash and cash equivalents comprise "Cash at bank and in hand" and "Current asset investments". "Current asset investments" consist of short-term securities with an insignificant risk of value changes that can readily be turned into cash.

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

Notes to the Financial Statements

Financial Highlights

Explanation of financial ratios

Gross margin	Gross profit x 100 / Revenue
Profit margin	Profit/loss of primary operations x 100 / Revenue
Return on assets	Profit/loss of primary operations x 100 / Total assets at year end
Solvency ratio	Equity at year end x 100 / Total assets at year end
Return on equity	Net profit for the year x 100 / Average equity