

Ardex Skandinavia A/S

Marielundvej 4, 2730 Herlev
CVR-nr. 11 70 92 14

Annual Report 2024

1 January - 31 December

The Annual Report has been presented and adopted at the
Company's Annual General Meeting on 7 July 2025

Christian Fuglsang Stigel

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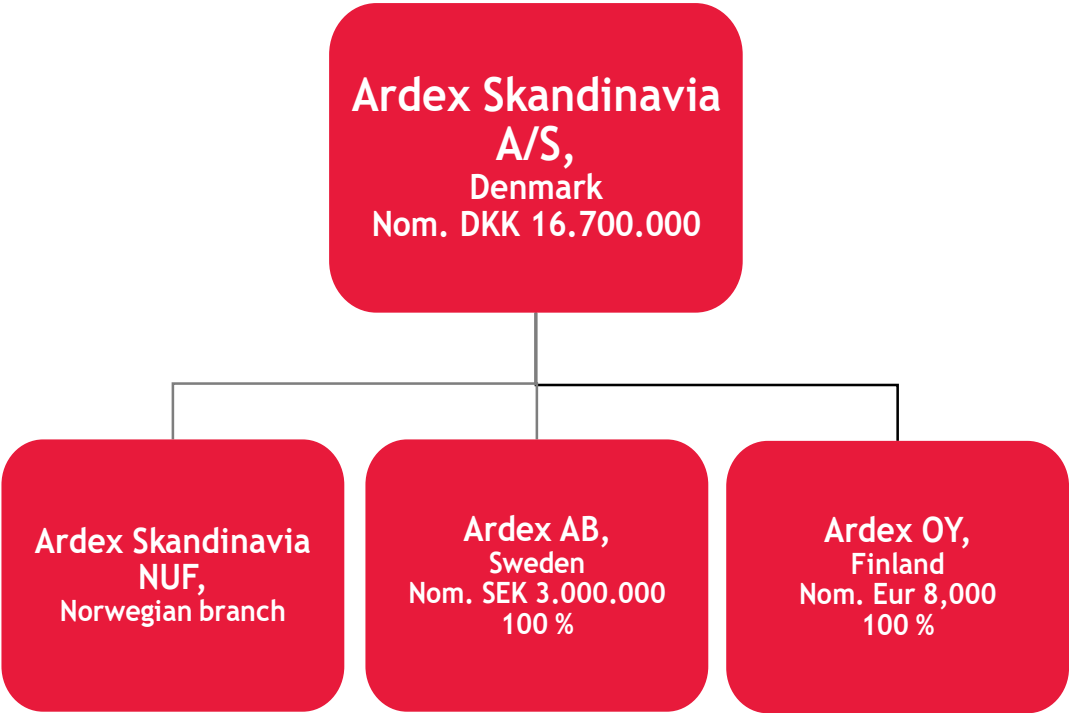
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Company Details

Company	Ardex Skandinavia A/S Marielundvej 4 2730 Herlev
	CVR No.: 11 70 92 14 Established: 14 April 1967 Municipality: Herlev Financial Year: 1 January - 31 December
Board of Directors	Marius Aulich, chairman Christian Fuglsang Stigel Gorm Benthin Rosborg
Executive Board	Christian Fuglsang Stigel
Auditor	BDO Statsautoriseret revisionsaktieselskab Havneholmen 29 1561 Copenhagen V
Bank	Danske Bank Holmens Kanal 2-12 1092 Copenhagen K

Group Structure



Management's Statement

Today the Board of Directors and Executive Board have discussed and approved the Annual Report of Ardex Skandinavia A/S for the financial year 1 January - 31 December 2024.

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

In our opinion the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of Group's and the Company's assets, liabilities and financial position at 31 December 2024 and of the results of Group's and the Company's operations and cash flows for the financial year 1 January - 31 December 2024.

The Management Commentary includes in our opinion a fair presentation of the matters dealt with in the Commentary.

We recommend the Annual Report be approved at the Annual General Meeting.

Herlev, 7 July 2025

Executive Board

Christian Fuglsang Stigel

Board of Directors

Marius Aulich
Chairman

Christian Fuglsang Stigel

Gorm Benthin Rosborg

Independent Auditor's Report

To the Shareholder of Ardex Skandinavia A/S

Opinion

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of Ardex Skandinavia A/S for the financial year 1 January - 31 December 2024, which comprise income statement, Balance Sheet, statement of changes in equity, notes and a summary of significant accounting policies for both the Group and the Parent Company, as well as consolidated statement of cash flows for the Group. The Consolidated Financial Statements and the Parent Company Financial Statements are prepared in accordance with the Danish Financial Statements Act.

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

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and 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 Consolidated Financial Statements and the Parent Company 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 (including International Independence Standards) (IESBA Code), together with the ethical requirements that are relevant to our audit of the financial statements in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Management's Responsibilities for the Consolidated Financial Statements and the Parent Company Financial Statements

Management is responsible for the preparation of Consolidated Financial Statements and the 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 Consolidated Financial Statements and the Parent Company Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the Consolidated Financial Statements and the Parent Company 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 Consolidated Financial Statements and the Parent Company Financial Statements unless Management either intends to liquidate the Group or the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and the Parent Company Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements and the Parent Company Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated Financial Statements and the Parent Company Financial Statements.

Independent Auditor's Report

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

- Identify and assess the risks of material misstatement of the Consolidated Financial Statements and the Parent Company 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 Consolidated Financial Statements and the Parent Company 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 Consolidated Financial Statements and the Parent Company 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 Consolidated Financial Statements and the Parent Company Financial Statements, including the disclosures, and whether the Consolidated Financial Statements and the Parent Company 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 Group 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

Statement on Management Commentary

Management is responsible for Management Commentary.

Our opinion on the Consolidated Financial Statements and the Parent Company Financial Statements does not cover Management Commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements and the Parent Company Financial Statements, our responsibility is to read Management Commentary and, in doing so, consider whether Management Commentary is materially inconsistent with the Consolidated Financial Statements and the Parent Company 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 Commentary provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that Management Commentary 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 of Management Commentary.

Copenhagen, 7 July 2025

BDO Statsautoriseret revisionsaktieselskab
CVR no. 20 22 26 70

Ole C. K. Nielsen
State Authorised Public Accountant
MNE no. mne23299

Financial Highlights of the Group

	2024 DKK '000	2023 DKK '000	2022 DKK '000	2021 DKK '000	2020 DKK '000
Income statement					
Net revenue	267.229	283.036	313.202	347.485	319.272
Gross profit/loss	102.430	89.196	111.167	125.693	120.096
Operating profit/loss of main activities	39.526	29.322	51.014	61.758	60.947
Financial income and expenses, net	-1.295	-3.110	-4.177	-3.567	-3.115
Profit/loss for the year	30.205	19.871	36.254	45.241	45.325
Balance sheet					
Total assets	168.761	159.367	207.812	211.318	212.519
Equity	136.134	122.017	142.697	167.295	167.226
Invested capital	135.627	118.860	132.710	170.014	169.985
Cash flows					
Cash flows from operating activities	40.418	43.846	64.914	-2.623	50.128
Cash flows from investing activities	-5.452	-1.089	-20.193	-2.542	-1.213
Cash flows from financing activities	-16.000	-40.000	-60.000	-45.000	-41.325
Investment in property, plant and equipment	-5.504	-1.089	-20.193	-2	-2
Key ratios					
Gross margin	38.3	31.5	35.5	36.2	37.6
Equity ratio	80.7	76.6	68.7	79.2	78.7
Return on equity	23.4	15.0	23.4	27.0	27.4

The ratios stated in the list of key figures and ratios have been calculated as follows:

Gross margin:	$\frac{\text{Gross profit} \times 100}{\text{Net revenue}}$
Equity ratio:	$\frac{\text{Equity (ex. minorities), at year end} \times 100}{\text{Total equity and liabilities, at year end}}$
Return on equity:	$\frac{\text{Profit/loss after tax} \times 100}{\text{Average equity}}$

Management Commentary

Principal activities

The ARDEX Group's primary activity is production, trade and sales of smoothing Compounds, tile adhesives, rapid-drying cement, wet room solutions and many other specialty products to professionals. ARDEX Denmark primarily sales aera are the Nordic countries.

Our plant in Hedensted, Jutland covers our sales activities in all of the Nordic and Baltic countries.

Secondary we have a high level of consulting, training and exhibitions.

Our ARDEX academy in both Herlev and Hedensted receives course participants regularly throughout the year, mainly from Denmark, but also from the Nordic countries. The courses are product specific and welcome both new and existing customers, as well as schools. Winter and autumn are high season.

Strategy

It is ARDEX's strategy to deliver quality products and high quality service to customers within the construction industry. The products and service delivered primarily to the Nordic countries.

During the year, the company focused on strengthening its market position, expanding its product offerings and enhancing its operational efficiency.

The key events and developments during the year included:

- Launch of new products and services to expand the company's product offerings and strengthen its market position
- Expansion into new markets, to increase the company's geographical reach and revenue streams.
- Implementation of cost-cutting measures and process improvement to enhance operational efficiency and reduce costs.

Development in activities and financial and economic position

The income statement of the Parent Company shows a profit of DKK ('000) 30.661 and at 31 December 2024 a balance sheet of DKK ('000) 154.741 and an equity on a positive level of DKK ('000) 136.134.

2023 was a challenging year, but already in 2024, there is a renewed focus on cost measures and a special focus on the Danish market, which has both immediate and future effects. In 2025, the earnings level is almost back to the expected level.

Profit/loss for the year compared to the expected development

Our target revenue for 2024 was in 2023 set at around DKK('000) 260.000 which wasn't achieved , but target of increasing the result was more than achieved.

In 2023 our expectations for 2024 was to achieve a more steady income and not to perform lower than the construction industry in total. Sales against the local Danish market we managed to gain more than expected, but due to a weak Swedish and Norwegian kroner our all and all sales declined with around 7%.

Our focus on cost savings, mostly through better deals, we manage to achieve an even better result as expected.

Our target for 2024 was in 2023 set to increase the result with 10-15% witch was more than achieved an slightly more than expected.

The management believes that the result, due to the good performance , for the year, was as more than expected.

Significant events after the end of the financial year

No events materially affecting the Company's financial position have occurred subsequent to the financial year-end.

Management Commentary

Financial risk

ARDEX Denmark only invests in itself, but the parent company has a Treasury department which handles the financial affairs globally. There is no policy on the use of surplus capital, but the capital is mostly used locally for future investments.

In 2024 Ardex was back to normal increasing sales prices only one time per year and the earning has improved very much compared to 2023.

We expect the earning to recover even more during the coming years.

Currency risk

Invoicing in local currency, ARDEX Denmark bear the currency risk. Rarely, but if necessary, ARDEX hedges parts of the turnover invoiced at weak exchange rates. This is coordinated and decided in close cooperation with the parent company.

Credit risks

ARDEX insures 95% of all customers to reduce ongoing credit risk.

Market risks

ARDEX has been active on the Danish market since 1967 and has therefore gained contact with a large potential customer base. The high product quality and high level of professionalism that ARDEX provides in its day-to-day operations is considered an important factor in relation to reducing the risk of loss of turnover.

Research and development activities

Through royalties, we support and encourage the constant development of new and more sustainable products in the future. The development activity is mainly carried out by our parent company.

During the year, the company focused on strengthening its market position, expanding its product offerings and enhancing its operational efficiency.

The key events and developments during the year included:

Launch of new products and services to expand the company's product offerings and strengthen its market position.

Knowledge resources

Our employees are our strong point. We consider it crucial to attract the best employees and strive to offer the best working environment, training and support with the view to offering our employees the best development opportunities.

It is our experience that customers value our higher technical knowledge and experience, where we are often chosen as a supplier on the basis of this expertise.

Management Commentary

Future expectations

Looking ahead, the company remains focused on delivering strong financial performance and enhancing its market position. The company plans to continue expanding its product offerings and geographical reach, while maintaining a focus on cost management and operational efficiency. The company expects to deliver a solid financial performance, but the circumstances in the construction industry mean that we do not expect sales growth in 2025.

The goal is to reach our revenue budget within the range of DKK ('000) 250.000 to 280.000 despite the somewhat uncertain Swedish krone. The company expects an increased result of at least 6-8% for 2025, as we expect further measures to reduce costs.

Stable production, employees, cost management and the positive development, especially the Swedish krone, are further focus areas in 2025.

Most of the electricity consumption at the head office are covered by Solar cells installed beginning 2024.

The Company's foreign branches

Our branch 'ARDEX Scandinavia Filial av utenlansk foretak in Norway' is included in this report and contributes a minor positive result.

Corporate social responsibility (CSR) report

Risks, Actions and Results

In relation to ARDEX suppliers there is i.e. risk of infringement of human rights and risks related to corruption and unethical behavior.

ARDEX works continuously through its choices of and demands for suppliers and business partners aware of risks of corruption, unethical behavior or violation of human rights. As a result of the ongoing work there is none registered objectionable conditions.

The company follows the Group initiatives for CSR and work with CSR as an integrated part of our daily business in areas such as general code of conduct, work environment policies, QC systems, environmental policy and ethical set of rules for sub suppliers etc.

Work environment

The working environment is a high priority throughout the group. Our working environment policy covers all basics topics to develop and maintain a good physical and mental working environment in ARDEX, so that the employees thrive and to counter the risk of employees becoming ill from a poor working environment.

In 2023, an option to access APV electronically was introduced for everyone, which has proven to be an effective tool that will be followed up in the coming years continuously.

Based on this year's APV, ARDEX has installed more air conditioning, focused on significantly reducing dust, acquired working aids to alleviate heavy lifting, installed extra lighting where necessary, acquired a washing machine for work-related laundry and engaged in stress coaching where required. All to improve the overall working environment.

Our commitments and policy can be further investigated at "Code of conduct":
<https://www.ardex.com/about/buildingtomorrow/>

Management Commentary

Corporate social responsibility (CSR) report (continued)

Human rights

Through our employee policy and efforts around well-being, working environment, education and equal rights we work daily to ensure the human rights of our employees. We want to be a safe workplace, with focus on informative signs, ongoing information's and a whistleblower arrangement where employees are guaranteed their right to freedom of expression, freedom of association and freedom of religion, and where we respect each other's privacy. No violations of these policies have been identified in 2024 or earlier. As a result of the positive results for 2024 and earlier, management will maintain the efforts for the coming years, whereby it is still expected that there will be no cases of breach of our policies.

Our commitments and policy can be further investigated at "Code of conduct":
<https://www.ardex.com/about/buildingtomorrow/>

Anti-corruption and anti-bribery

ARDEX has a separate Anti-Corruption and Anti-Bribery Policy. ARDEX assumes a zero tolerance to any kind of bribery or other corrupt practices. No violations of these policies have been identified in 2024 or earlier. As a result of the positive results for 2024 and earlier, management will maintain the efforts for the coming years, whereby it is still expected that there will be no cases of breach of our policies.

Our commitments and policy can be further investigated at "Code of conduct":
<https://www.ardex.com/about/buildingtomorrow/>

Environmental principles

Ardex has a separate Environmental Policy under which we are committed to:

- Optimizing our use of material, avoiding unnecessary waste and use of resources
- Preventing pollution and support the use of renewable energy
- Incorporating the best practice wherever possible and financially feasible in new designs and initiatives
- Selecting suppliers who support our environmental philosophy
- Building a culture, training and motivating employees to show initiative, take action and suggest improvements of the environmental performance
- Meeting the environmental regulatory requirements where we operate
- Continuously improving our environmental management system and performance.

We measure our performance on a number of aspects related to the environment. All waste is sorted to take best possible care of the environment as well as chemicals are monitored and disposed according to guidelines.

Our commitments can be further investigated at "Ardex Goes Zero" and "Sustainable Development Goals":
<https://www.ardex.com/about/buildingtomorrow/>

Sustainability

In regards to sustainability the company aim to reach a reduction of at least 5% of its impact to nature per year and reference is made company' public website for detailed information:
<https://www.ardex.dk/ardex/baeredygtighed/>.

We have initiated a change from virgin plastic to reused plastic on our biggest share of packaging's during 2021 and this work will continue in the coming years.

We have recently implemented (November 2022) solar panels to cover our plants electricity needs and produced 215 MWh in 2023.

Start 2024 we have also installed solar panels at our headquarter covering most of our needs. We have changed the packaging of a part of our products, extending the shelf life from 12 to 24 months.

Our commitments and policy can be further investigated here: Sustainable Construction - ARDEX Group
<https://www.ardex.com/about/buildingtomorrow/>

Management Commentary

Corporate social responsibility (CSR) report (continued)

Corona virus impact

We have not had any significant impact on sales. We lifted all the restrictions mid-2022. The final consequences regarding the corona effect is eliminated in 2023.

Russian war in Ukraine

We are affected in many aspects from the war in Ukraine. Primarily we are affected by huge price increases on all raw materials especially due to restricted access to some raw materials, but mostly from increasing energy prices. We have also increasing production and transportation costs due to the increases in energy. We have increased our prices significantly to overcome the pricing issues and have managed to source an important raw material from Ukraine elsewhere going forward, so we assess that this war will have impact on our future business, but that we are able to manage it on a good level to continue profitable business in the coming years.

Data ethics

As a part of compliance with general GDPR legislation, ARDEX has developed a policy on data ethics. The policy for data ethics deals with i.e., when and how data is stores and distributed in connection with recruitment and trade with customers and suppliers.

ARDEX's processing of data is done with respect for privacy and under the protection of personal information.

Additionally, it is important for ARDEX that the processing of data is done with respect for the basics legal guarantees.

As a result of the ongoing work there have been no breaches of data security recorded in 2024. As a result of the positive results for 2024 and earlier, management will maintain the efforts for the coming years, whereby there are still no cases of breach.

Reference is made to groupwide policy for data handling and privacy;
<https://ardex.com/privacy-policy>

Income Statement 1 January - 31 December

	Note	Group		Parent Company	
		2024 DKK '000	2023 DKK '000	2024 DKK '000	2023 DKK '000
Net revenue	1	267.229	283.036	245.578	260.523
Other operating income		4.911	1.244	204	191
Expenses for raw materials and consumables		-123.956	-140.935	-150.267	-173.390
Other external expenses		-45.754	-54.149	-27.236	-31.505
Gross profit/loss		102.430	89.196	68.279	55.819
Staff costs	2	-57.871	-54.433	-34.463	-32.557
Depreciation, amortisation and impairment losses for tangible and intangible assets		-4.876	-5.345	-4.015	-4.158
Other operating expenses		-157	-96	-32	-7
Operating profit		39.526	29.322	29.769	19.097
Income from investments in subsidiaries		0	0	8.727	7.547
Other financial income		578	558	399	354
Other financial expenses		-1.873	-3.668	-1.868	-3.619
Profit before tax		38.231	26.212	37.027	23.379
Tax on profit/loss for the year	3	-8.026	-6.341	-6.366	-3.658
Profit for the year	4	30.205	19.871	30.661	19.721

Balance Sheet at 31 December

	Note	Group		Parent Company	
		2024 DKK '000	2023 DKK '000	2024 DKK '000	2023 DKK '000
Assets					
Development projects completed, including patents and similar rights originating from development projects		14	60	0	0
Intangible assets	5	14	60	0	0
Land and buildings		26.088	27.903	26.088	27.903
Other plant, fixtures and equipment		17.965	15.513	15.770	14.522
Property, plant and equipment	6	44.053	43.416	41.858	42.425
Investments in subsidiaries		0	0	10.140	9.576
Financial non-current assets	7	0	0	10.140	9.576
Non-current assets		44.067	43.476	51.998	52.001
Expenses for raw materials and consumables		10.699	15.771	10.693	15.765
Work in progress		8.014	6.752	8.014	6.752
Finished goods and goods for resale		16.648	18.009	9.232	10.452
Inventories		35.361	40.532	27.939	32.969
Trade receivables		26.229	27.907	8.442	10.367
Receivables from group enterprises		0	5.553	23.562	17.987
Deferred tax assets	8	369	316	0	0
Other receivables		3.095	798	751	734
Corporation tax receivable		385	0	0	0
Joint tax contribution receivable		112	131	112	132
Prepayments	9	848	1.325	706	1.189
Receivables		31.038	36.030	33.573	30.409
Cash and cash equivalents		58.295	39.329	41.231	27.379
Current assets		124.694	115.891	102.743	90.757
Assets		168.761	159.367	154.741	142.758

Balance Sheet at 31 December

	Note	Group		Parent Company	
		2024 DKK '000	2023 DKK '000	2024 DKK '000	2023 DKK '000
Equity and liabilities					
Share capital	10	16.700	16.700	16.700	16.700
Reserve for net revaluation according to equity value		0	0	6.796	6.233
Reserve for development costs		14	59	0	0
Retained earnings		119.420	105.258	112.638	99.084
Equity		136.134	122.017	136.134	122.017
<hr/>					
Provision for deferred tax	11	2.821	2.801	2.821	2.801
Provisions		2.821	2.801	2.821	2.801
<hr/>					
Trade payables		4.815	9.434	3.733	7.432
Debt to Group companies		1.486	4.168	1.373	3.085
Corporation tax payable		2.253	635	2.997	816
Other liabilities		20.965	20.108	7.396	6.403
Deferred income	12	287	204	287	204
Current liabilities		29.806	34.549	15.786	17.940
Liabilities		29.806	34.549	15.786	17.940
<hr/>					
Equity and liabilities		168.761	159.367	154.741	142.758
<hr/>					
Contingencies etc.	13				
Related parties	14				

Equity

DKK '000	Group				Total
	Share capital	Reserve for development costs	Retained earnings	Proposed dividend	
Equity at 1 January 2024	16.700	58	105.258	0	122.016
Proposed profit allocation, cf. Note 4			14.205	16.000	30.205
Transactions with owners					
Extraordinary dividend paid				-16.000	-16.000
Other legal bindings					
Capitalized development costs		-44	44		0
Foreign exchange adjustments			-87		-87
Equity at 31 December 2024	16.700	14	119.420	0	136.134

DKK '000	Parent Company				Total
	Share capital	Reserve for net revaluation under the equity method	Retained earnings	Proposed dividend	
Equity at 1 January 2024	16.700	6.232	99.084	0	122.016
Proposed profit allocation, cf. note 4		564	14.097	16.000	30.661
Transactions with owners					
Extraordinary dividend paid				-16.000	-16.000
Other legal bindings					
Foreign exchange adjustments			-543		-543
Equity at 31 December 2024	16.700	6.796	112.638	0	136.134

Cash Flow Statement 1 January - 31 December

	Group	
	2024	2023
	DKK '000	DKK '000
Profit/loss for the year	30.205	19.871
Depreciation and amortisation, reversed	4.876	4.372
Unrealised exchange gains, reversed	-105	0
Tax on profit/loss, reversed	8.026	6.341
Corporation tax paid	-8.445	-4.001
Change in inventories	5.171	15.027
Change in receivables (ex tax)	5.411	28.970
Change in other provisions	22	485
Change in current liabilities (ex bank, tax, instalments payable and overdraft facility)	-4.743	-27.219
Cash flows from operating activity	40.418	43.846
Purchase of property, plant and equipment	-5.504	-1.089
Sale of property, plant and equipment	52	0
Cash flows from investing activity	-5.452	-1.089
Dividends paid in the financial year	-16.000	-40.000
Cash flows from financing activity	-16.000	-40.000
CHANGE IN CASH AND CASH EQUIVALENTS	18.966	2.757
Cash and cash equivalents at 1. januar	39.329	36.572
Cash and cash equivalents at 31 December31. december	58.295	39.329
Cash and cash equivalents at 31 December comprise:		
Cash and cash equivalents	58.295	39.329
Cash and cash equivalents	58.295	39.329

Notes

	Group		Parent Company	
	2024 DKK '000	2023 DKK '000	2024 DKK '000	2023 DKK '000
1 Net revenue				
Revenue, Denmark	100.799	103.772	100.799	103.772
Revenue, Europe	184.593	198.069	89.817	100.382
Revenue, countries outside Europe	4.861	5.583	61.681	63.322
Discounts	-28.934	-28.820	-12.617	-11.369
Hedge accounting	1.704	2.530	1.692	2.514
Contract work in progress, beginning of year	4.206	1.902	4.206	1.902
	267.229	283.036	245.578	260.523
Segment details (geography)				
Revenue, Denmark	98.973	104.827	98.565	104.562
Revenue, Europe	163.673	173.353	87.760	93.103
Revenue, countries outside Europe	4.583	4.856	59.253	62.858
	267.229	283.036	245.578	260.523
Segment details (activities)				
Wholesellers	240.280	254.491	217.727	244.955
Professional Craftsman	24.010	25.432	24.866	12.455
End-users	2.939	3.113	2.985	3.113
	267.229	283.036	245.578	260.523
2 Staff costs				
Average number of full time employees	94	98	55	58
Wages and salaries	45.288	45.974	30.164	28.826
Pensions	6.550	3.020	3.064	2.832
Social security costs	6.033	5.439	1.235	899
	57.871	54.433	34.463	32.557
Remuneration of Management and Board of Directors	7.381	6.692	4.255	3.003
	7.381	6.692	4.255	3.003

Information on management remuneration has been omitted in accordance with the exception provision in the Annual Accounts Act § 98 b, subsection 3 No. 2

Notes

	Group		Parent Company	
	2024 DKK '000	2023 DKK '000	2024 DKK '000	2023 DKK '000
3 Tax on profit/loss for the year				
Calculated tax on taxable income of the year	8.066	6.388	6.345	3.705
Adjustment of tax in previous years	-8	0	0	0
Adjustment of deferred tax	-32	-47	21	-47
	8.026	6.341	6.366	3.658
4 Proposed distribution of profit				
Extraordinary dividend	16.000	0	16.000	0
Allocation to reserve for net revaluation under the equity method	0	0	564	-1.076
Retained earnings	14.205	19.871	14.097	20.797
	30.205	19.871	30.661	19.721

5 | Intangible assets

	Group
	Development projects completed, including patents and similar rights originating from development projects
DKK '000	
Cost at 1 January 2024	4.552
Cost at 31 December 2024	4.552
Amortisation at 1 January 2024	4.494
Amortisation for the year	44
Amortisation at 31 December 2024	4.538
Carrying amount at 31 December 2024	14

The company's development costs include development of a new ERP system. The development progresses as planned and the use of it started in June 2018.

Notes

5 | Intangible fixed assets (continued)

	Parent Company
	Development projects completed, including patents and similar rights originating from development projects
DKK '000	
Cost at 1 January 2024	3.243
Cost at 31 December 2024	3.243
Amortisation at 1 January 2024	3.243
Amortisation at 31 December 2024	3.243
Carrying amount at 31 December 2024	0

The company's development costs include development of a new ERP system. The development progresses as planned and the use of it started in June 2018.

6 | Property, plant and equipment

	Group	
DKK '000	Land and buildings	Other plant, fixtures and equipment
Cost at 1 January 2024	57.562	51.197
Additions	119	5.385
Disposals	0	-3.751
Cost at 31 December 2024	57.681	52.831
Depreciation and impairment losses at 1 January 2024	29.660	35.702
Reversal of depreciation of assets disposed of	0	-3.699
Depreciation for the year	1.933	2.863
Depreciation and impairment losses at 31 December 2024	31.593	34.866
Carrying amount at 31 December 2024	26.088	17.965

Notes

6 | Tangible fixed assets (continued)

DKK '000	Parent Company	
	Land and buildings	Other plant, fixtures and equipment
Cost at 1 January 2024	57.562	43.665
Additions	119	3.335
Disposals	0	-1.839
Cost at 31 December 2024	57.681	45.161
Depreciation and impairment losses at 1 January 2024	29.660	29.160
Reversal of depreciation of assets disposed of	0	-1.815
Depreciation for the year	1.933	2.046
Depreciation and impairment losses at 31 December 2024	31.593	29.391
Carrying amount at 31 December 2024	26.088	15.770

Notes

7 | Financial non-current assets

	Parent Company
DKK '000	Investments in subsidiaries
Cost at 1 January 2024	3.343
Cost at 31 December 2024	3.343
Revaluation at 1 January 2024	6.232
Exchange adjustment	-247
Dividend	-7.915
Profit/loss for the year	8.727
Revaluation at 31 December 2024	6.797
Carrying amount at 31 December 2024	10.140

Investments in subsidiaries (DKK '000)

Name and domicil	Equity	Profit/loss for the year	Ownership
Ardex Arki AB, Stockholm	6.406	4.909	100 %
Ardex OY, Espoo	4.511	3.720	100 %

8 | Deferred tax assets

Provision for deferred tax comprises deferred tax on payables.

	Group		Parent Company	
	2024 DKK '000	2023 DKK '000	2024 DKK '000	2023 DKK '000
Deferred tax relates to:				
Other payables	369	316	0	0
	369	316	0	0
Deferred tax assets, beginning of year	316	316	0	0
Additions during the year	53	0	0	0
Deferred tax assets 31 December 2024	369	316	0	0

Virksomhedens udskudte skatteaktiver er indregnet i balancen med 369 tkr. Skatteaktivet vedrører primært hensatte omkostninger med senere fradragsret. Skatteaktivet er indregnet på baggrund af forventningerne til de næste par års skattemæssige overskud samt afholdelse af omkostningerne, hvorved skatteaktivet fuldt ud forventes at blive udnyttet. Vurderingerne bygger på baggrund af virksomhedens budgetter for de kommende år. Budgetterne er udarbejdet i overensstemmelse med virksomhedens normale budget-procedure.

Notes

	Group		Parent Company	
	2024 DKK '000	2023 DKK '000	2024 DKK '000	2023 DKK '000
9 Prepayments				
Prepayments consists of normal operating expenses prepaid related to 2025.				
Costs	848	1.325	706	1.189
	848	1.325	706	1.189

	2024	2023
	DKK '000	DKK '000
10 Share capital		
Allocation of Share capital:		
A-shares, 33.400 unit in the denomination of 500 DKK	16.700	16.700
	16.700	16.700

Notes

11 | Provision for deferred tax

The provision for deferred tax is related to differences between the carrying amount and tax value of securities, receivables, intangible and tangible fixed assets, including recognised finance lease contracts.

	Group		Parent Company	
	2024 DKK '000	2023 DKK '000	2024 DKK '000	2023 DKK '000
Deferred tax is related to				
Development projects	0	-101	0	-101
Land and buildings	893	1.019	893	1.019
Operating equipment	1.972	1.927	1.972	1.927
Warranties	-44	-44	-44	-44
	2.821	2.801	2.821	2.801
Deferred tax, beginning of year	2.801	2.848	2.801	2.848
Deferred tax of the year, income statement	20	-47	20	-47
Provision for deferred tax 31 December 2024	2.821	2.801	2.821	2.801

12 | Deferred income

Deferred income consists of income billed in 2024, pertaining to 2025.

13 | Contingencies etc.

Contingent liabilities

The company has entered into operating rental and lease agreements with a remaining lease of DKK ('000) 4,628.

Joint liabilities

The Danish companies of the group is jointly and severally liable for tax on the group's jointly taxed income and for certain possible withholding taxes such as dividend tax and royalty tax, and for the joint registration of VAT.

Tax payable of the group's jointly taxed income amounts to DKK ('000) 2.253 at the Balance Sheet date.

14 | Related parties

The Company's related parties include:

Controlling interest

Ardex Group GmbH, Friedrich Ebert Strasse 45, 5853 Witten-Annen, Germany.

Transactions with related parties

The company did not carry out any material transactions that were not concluded on market conditions. According to section 98c, subsection 7 of the Danish Financial Statements Act information is given only on transactions that were not performed on common market conditions.

Accounting Policies

The Annual Report of Ardex Skandinavia A/S for 2024 has been presented in accordance with the provisions of the Danish medium-size Financial Statements Act for enterprises in reporting class C .

The Annual Report is prepared consistently with the accounting principles applied last year.

Consolidated Financial Statements

The consolidated financial statements include the parent company Ardex Skandinavia A/S and its subsidiaries in which Ardex Skandinavia A/S directly or indirectly holds more than 50% of the voting rights or in any other way has a controlling influence. Enterprises in which the group holds between 20% and 50% of the voting rights and exercises significant, but not controlling influence, are considered associates, see the group structure.

The consolidated financial statements consolidate the financial statements of the parent company and the subsidiaries by combining uniform accounts items. Intercompany income and expenses, shareholdings, internal balances and dividend, and realised and unrealised gains and losses arising from transactions between the consolidated enterprises are fully eliminated in the consolidation.

Investments in subsidiary enterprises are set off by the proportional share of the subsidiaries' market value of net assets and liabilities at the acquisition date.

Investments in associates are measured in the balance sheet at the proportional share of the value of the enterprises, calculated under the accounting policies of the parent company and eliminating proportionally any unrealised intercompany gains and losses. The proportional share of the results of the associates is recognised in the income statement after elimination of the proportional share of internal gains and losses.

Income Statement

Net revenue

Net revenue from sale of merchandise and finished goods is recognised in the income statement if supply and risk transfer to purchaser has taken place before the end of the year and if the income can be measured reliably and is expected to be received. Net revenue is recognised exclusive of VAT, duties and less discounts related to the sale.

Net revenue is recognised exclusive of VAT and less duties and discounts related to the sale.

Cost of sales

Cost of sales comprise costs incurred to achieve the net revenue for the year, including direct and indirect costs of raw materials and consumables.

Other operating income

Other operating income includes items of a secondary nature in relation to the Group's and the Company's activities, including profit from sale of intangible and tangible fixed assets.

Other external expenses

Other external expenses include cost of sales, advertising, administration, buildings, bad debts, operational lease expenses, etc.

Staff costs

Staff costs comprise wages and salaries, including holiday pay and pensions and other costs for social security etc. for the company's employees. Repayments from public authorities are deducted from staff costs.

Other operating expenses

Accounting Policies

Other operating expenses include items of a secondary nature in relation to the enterprises' principal activities, including loss from sale of intangible and tangible fixed assets.

Income from investments in subsidiaries

The income statement of the parent company recognises the proportional share of the results of each subsidiary after full elimination of intercompany profits/losses and deduction of amortisation of goodwill.

Financial income and expenses

Financial income and expenses include interest income and expenses, financial expenses of finance leases, realised and unrealised gains and losses arising from investments in financial assets, debt and transactions in foreign currencies, amortisation of financial assets and liabilities as well as charges and allowances under the tax-on-account scheme etc. Financial income and expenses are recognised in the income statement by the amounts that relate to the financial year.

Tax

The tax for the year, which consists of the current tax for the year and changes in deferred tax, is recognised in the income statement by the portion that may be attributed to the profit for the year, and is recognised directly in the equity by the portion that may be attributed to entries directly to the equity.

Balance Sheet

Intangible fixed assets

Acquired goodwill is measured at cost less accumulated amortisation. Goodwill is amortised on a straight-line basis over the expected useful life which is estimated to 5 years. The period of amortisation is determined based on an assessment of the acquired company's position in the market and earnings profile, and the industry-specific conditions.

Patents and licences are measured at the lower of cost less accumulated amortisation and the recoverable amount. Patents are amortised over the remaining patent period and licences are amortised over the period of the agreement, however, no more than 8 years.

Profit or loss from sale of intangible fixed assets is calculated at the difference between the sales price and the carrying amount at the time of the sale. Profit and loss are recognised in the Income Statement under other operating income or other operating expenses.

Property, plant and equipment

Land and buildings, production plant and machinery, other plant, fixtures and equipment are measured at cost less accumulated depreciation and write-down. Land is not depreciated.

The depreciation base is cost less estimated residual value after end of useful life.

The cost includes the acquisition price and costs incurred directly in connection with the acquisition until the time when the asset is ready to be used. As regards self-manufactured assets, the cost price includes cost of materials, components, subcontractors, direct payroll and indirect production costs.

Straight-line depreciation is provided on the basis of an assessment of the expected useful lives of the assets and their residual value:

	Useful life	Residual value
Buildings	15-40 years	25-50 %
Production plant and machinery	5-16 years	0 %
Other plant, fixtures and equipment	3-8 years	0-30 %

Accounting Policies

Profit or loss on disposal of tangible fixed assets is stated as the difference between the sales price less selling costs and the carrying amount at the time of sale. Profit or loss is recognised in the income statement as other operating income or other operating expenses.

Accounting Policies

Financial non-current assets

Investments in are measured in the company's balance sheet under the equity method.

Investments in are measured in the balance sheet at the proportional share of the enterprises' carrying equity value, calculated in accordance with the parent company's accounting policies with deduction or addition of unrealised intercompany profits or losses and with addition or deduction of the residual value of positive or negative goodwill

Net revaluation of investments in subsidiaries and associates is transferred under the equity to reserve for net revaluation under the equity value method to the extent that the carrying amount exceeds the acquisition value.

Profit and loss at disposal of investments in subsidiaries are determined as the difference between the net selling price and the carrying amount of the disposed investment at the time of sale, including non-depreciated excess values and goodwill. Profit and loss are recognised in the Income Statement under income from investments.

Subsidiaries with a negative carrying equity value are measured to DKK 0 and any amounts due from these enterprises are written down by the company's share of the negative equity to the extent that it is deemed to be irrecoverable. If the carrying negative equity value exceeds receivables, the residual amount is recognised under provision for liabilities to the extent that the company's has a legal or actual liability to cover the subsidiaries deficit.

Impairment of fixed assets

The carrying amount of intangible and tangible fixed assets together with investments, which are not measured at fair value, are valued on an annual basis for indications of impairment other than that reflected by amortisation and depreciation.

In the event of impairment indications, an impairment test is made for each asset or group of assets, respectively. If the net realisable value is lower than the carrying amount, it is written down to the lower value.

The recoverable amount is calculated at the higher of net selling price and capital value. The capital value is determined as the fair value of the expected net cash flows from the use of the asset or group of assets and the expected net cash flows from sale of the asset or group of assets after the end of its useful life.

Inventories

Inventories are measured at cost using the FIFO-principle. If the net realisable value is lower than cost, it is written down to the lower value.

The cost of merchandise as well as raw materials and consumables is calculated at acquisition price with addition of transportation and similar costs.

The cost of finished goods and work in progress includes cost of raw materials, consumables, direct payroll cost and indirect production cost. Indirect production costs include indirect materials and payroll and maintenance and depreciation of the machines, factory buildings and equipment used in the production process, cost of factory administration and management and capitalised development costs relating to the products.

Receivables

Receivables are measured at amortised cost which usually corresponds to nominal value. The value is reduced by write-down to meet expected losses.

Accounting Policies

Write-off is performed to provide for losses when an objective indication has been assessed to have incurred that a receivable or a portfolio of receivables are impaired. If there is an objective indication that an individual receivable is impaired, the write-off is performed at individual level.

Receivables for which there are no objective indication of impairment at individual level are assessed at portfolio level for objective indication of impairment. The portfolios are primarily based on the debtors' registered office and credit rating in accordance with the Company's policy for credit risk management. The objective indicators, which are applied for portfolios, are determined based on the historical loss experiences.

Write-off is determined as the difference between the carrying amount of receivables and the present value of the expected cash flows, including realisable value of any received collaterals. The effective interest rate is used as discount rate for the single receivable or portfolio.

Accruals, assets

Accruals recognised as assets include costs incurred relating to the subsequent financial year.

Tax payable and deferred tax

Current tax liabilities and receivable current tax are recognised in the balance sheet as the calculated tax on the taxable income for the year, adjusted for tax on the taxable income for previous years and taxes paid on account.

The Company is subject to joint taxation with Danish group companies. The current corporation tax is distributed among the joint taxable companies in proportion to their taxable income and with full allocation and refund related to tax losses. The joint taxable companies are included in the on account tax scheme. Joint taxation contributions receivable and payable are recognised in the Balance Sheet under current assets and liabilities, respectively.

Deferred tax is measured on the temporary differences between the carrying amount and the tax value of assets and liabilities.

Deferred tax assets, including the tax value of tax loss carry-forwards, are measured at the expected realisable value of the asset, either by set-off against tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that under the legislation in force on the balance sheet date will be applicable when the deferred tax is expected to crystallise as current tax. Any changes in the deferred tax resulting from changes in tax rates, are recognised in the income statement, except from items recognised directly in equity.

Liabilities

Financial liabilities are recognised at the time of borrowing by the amount of proceeds received less borrowing costs. In subsequent periods, the financial liabilities are measured at amortised cost equal to the capitalised value when using the effective interest, the difference between the proceeds and the nominal value being recognised in the income statement over the term of loan.

Accruals, liabilities

Accruals recognised as liabilities include payments received regarding income in subsequent years.

Cash Flow Statement

Accounting Policies

The cash flow statement shows the company's cash flows for the year for operating activities, investing activities and financing activities in the year, the change in cash and cash equivalents of the year and cash and cash equivalents at beginning and end of the year.

Cash flows from operating activities:

Cash flows from operating activities are computed as the results for the year adjusted for non-cash operating items, changes in net working capital and corporation tax paid.

Cash flows from investing activities:

Cash flows from investing activities include payments in connection with purchase and sale of intangible and tangible fixed asset and fixed asset investments.

Cash flows from financing activities:

Cash flows from financing activities include changes in the size or composition of share capital and related costs, and borrowings and repayment of interest-bearing debt and payment of dividend to shareholders.

Cash and cash equivalents:

Cash and cash equivalents include bank overdraft and cash in hand.