

ICM A/S

Kærvej 25, 2970 Hørsholm

CVR no. 15 15 00 33

**Annual report for the period
1 January to 31 December 2023**

Adopted at the annual general meeting on 23 April 2024

Niels-Ole Svendsen
Chairman

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Statement by management on the annual report

The Board of Directors and executive board have today discussed and approved the annual report of ICM A/S for the financial year 1 January - 31 December 2023.

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

In our opinion, the financial statements give a true and fair view of the company's financial position at 31 December 2023 and of the results of the company's operations for the financial year 1 January - 31 December 2023.

In our opinion, management's review includes a fair review of the matters dealt with in the management's review.

Management recommends that the annual report should be approved by the company in general meeting.

Hørsholm, 23 April 2024

Executive board

Lene Iversen

Board of Directors

Søren Holmbom
chairman

Niels-Ole Svendsen
deputy chairman

Jan Selchau

Nils Lykke Rasmussen

Kim Pedersen

Independent auditor's report

To the Shareholders of ICM A/S

Opinion

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 December 2023, and of the results of the Company's operations for the financial year 1 January - 31 December 2023 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of ICM A/S for the financial year 1 January - 31 December 2023, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies ("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 Company 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 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.

Independent auditor's report

Management's Responsibilities for the Financial Statements

Management is responsible for the preparation of 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 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 Company or to cease operations, or has no realistic alternative but to do so.

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 over-ride 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

Independent auditor's report

- 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 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 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.

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.

Hellerup, 23 April 2024

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab
CVR no. 33 77 12 31

Leif Ulbæk Jensen
State Authorised Public Accountant
mne23327

Thomas Lauritsen
State Authorised Public Accountant
mne34342

Company details

The company	ICM A/S Kærvej 25 2970 Hørsholm CVR no.: 15 15 00 33 Reporting period: 1 January - 31 December 2023 Incorporated: 1 May 1991 Domicile: Hørsholm
Board of Directors	Søren Holmbom, chairman Niels-Ole Svendsen, deputy chairman Jan Selchau Nils Lykke Rasmussen Kim Pedersen
Executive board	Lene Iversen
Auditors	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab Strandvejen 44 2900 Hellerup

Financial highlights

Seen over a 5-year period, the development of the Company may be described by means of the following financial highlights:

	2023	2022	2021	2020	2019
	TDKK	TDKK	TDKK	TDKK	TDKK
Key figures					
Revenue	457.170	411.897	389.223	432.694	413.753
Gross profit	106.609	95.626	67.473	100.070	94.091
Profit/loss before net financials	36.019	28.546	1.021	30.193	19.050
Net financials	65	-50	-183	328	-865
Profit/loss for the year	28.142	22.222	160	23.086	12.138
Balance sheet total	212.500	192.211	148.881	173.741	168.128
Investment in property, plant and equipment	724	2.741	81	0	621
Equity	120.180	112.038	89.816	109.656	86.570
Number of employees	110	106	107	109	112
Financial ratios					
Solvency ratio	56,6%	58,3%	60,3%	63,1%	51,5%
Return on equity	24,2%	22,0%	0,2%	23,5%	14,2%

The financial ratios are calculated in accordance with the Danish Finance Society's recommendations and guidelines. For definitions, see the summary of significant accounting policies..

Management's review

Primary activities

The Company is a part of the Bunzl Group, and its primary activities are sale of working environment solutions, including products as coveralls, fall arrest systems, gloves and respiratory protection, from leading manufacturers and proprietary products under the BlueStar brand.

The Company's sales and service activities are focused on Danish and International business-to-business customers.

Development in activities and finances

The Company continues to develop its position and activities relating to the sale of personal safety and environmental safety products.

The income statement for the financial year 01.01.2023 - 31.12.2023 shows net results of DKK 28,142,474 against DKK 22,221,885 for the financial year 01.01.2022 - 31.12.2022. The balance sheet shows equity of DKK 120,180,273.

The result for 2023 is better than expected due to a higher activity among the company's larger customers primarily within the wind and pharmaceutical industry. The company finds the result to be satisfactory. The Company continues to execute its strategy on added value and digital customer solutions for Danish and international customers.

Market development

ICM A/S operates in the market of personal safety equipment and technical articles, particularly for the industrial and building sector.

In future, the Management will focus on continued expansion of the market share without compromising on the Company's profitability. To expand and continue the growth ICM will keep focusing on being relevant for the customers. This being both in relation to products, services and digital interface solutions.

Business risks

For several years, the Company has established significant long-lasting customer relations, whose continued development will affect the development of ICM A/S. Appreciable changes to these customer relations could imply, that ICM A/S will be forced to adapt its business, which would, naturally, take some time and affect the results of the Company.

Over time the strategy and development of ICM A/S will reduce of the business risk of individual customers. ICM will target new customers and expand the product segments to enable the growth and simultaneously reduce the risk of set-backs at selected individual customers.

Management's review

Financial risks

As a consequence of its operating activities, investments and financing, the Company is exposed to changes in exchange rates into USD and EUR and interest rate levels. The Company pursues a low risk profile, ensuring that currency exposure as well as interest rate and credit risks shall only arise based on commercial conditions.

Recognition or measurement uncertainty

No recognition or measurement uncertainty has been found in the annual report.

Knowledge resources and employee relations

The Company focuses on attracting and retaining the right employees, as the Company depends on employees with the right skills and knowledge to further develop and optimise the business. We do this by supporting the recruitment process using evidence-based people profiling and ensuring a candidate verification by the +1 Manager (the manager above the hiring manager).

The Company has distributed its knowledge and expertise among several departments and many employees, and thus the Company estimates, that it does not rely on individuals.

To be an attractive workplace ICM has a policy, where the employees are allowed to work from home, as we actively support a flexible working day. During the Covid pandemic we learned how this both benefit the employee as well as the company.

As of 31 December 2023, the Company had a staff of 110, which is slightly higher compared to 2022, where the Company had a staff of 106.

Development activities

The Company has an established strategy process, where key development areas and projects are defined. The focus has been within Growth, People and Digital transformation. Some important projects have been finalized in 2023:

- Implementation of a new digital tool to support quality management
- Kick-off a major project to improve our customer branded shops
- Implementing a new internal communication platform to secure that all employees have information and knowledge to carry out their job
- Focus on working environment and job satisfaction by training selected managers and employees in health and safety at work as representatives

Management's review

Statement of data ethics

The company has established a data ethics policy, that reflects the company's obligation to handle data responsibly, and is based on principles of honesty, transparency and accountability. The company complies with these principles in accordance with applicable law to ensure, that employees, customers, suppliers and other stakeholders can feel ensure, when entrusting the company with its data.

The company primarily processes data in connection with HR, customer interaction and supplier contact. The company checks, that data is collected for specific and legitimate purposes and is being processed in a lawful and fair manner, including that the processing only includes data, that is necessary to fulfil the purpose of the processing. At the same time, the company strives to ensure, that the data collected is always sufficient, relevant and correct. Employees responsible for data ensure, that personal data is stored in accordance with current rules. The company enters into data processor agreements with third parties and does not sell data or share data with 3rd parties regarding employees, customers or suppliers unless prescribed by law. The policy on data ethics is revised as needed.

Corporate social responsibility

Business model

See point "Business Review" in relation to primary activities.

Social model of the Company

The Company has implemented clear and written policies on corporate social responsibility, e.g., by means of four ISO certifications within the fields of Quality, Environment, Working environment and CSR.

We take responsibility for the society we are part of. Therefore, we offer reliable products with a good match between price and quality, knowledge at a high level, good working conditions and equal opportunities for all. We pay everyone their due, have good relations with the local community and the authorities and support charitable purposes.

Since 2015, we have specified our requirements for the supply chain in a Code of Conduct, which describes how we and our suppliers should act in relation to the UN Global Compact's 10 principles and the relevant legislation regarding human rights and corruption. Today, we use a Code of Conduct together with Buzl, which ensures for the suppliers in high-risk countries that the suppliers adhere to the requirements.

We are part of the global supply chain, and we wish to make a positive difference in the world just as many of our customers and suppliers. This is only achieved by making a great effort and we cannot do it alone, but through joint efforts, we believe we will succeed.

Management's review

The policies on corporate social responsibility are published on the Company's website and can be found at the following URL <https://catalogue.icmsafety.com/csr-rapport-202223>

The Company's policies on quality, environment and working environment can be found at the following URL <https://www.icmsafety.com/en/politik-for-quality-environment-working-environment-and-csr>

We have a due diligence process through which we identify, prevent, mitigate and account for actual and potential negative impacts on sustainability issues. Bunzl Shanghai carries out audits of those suppliers where the risk of negative impacts on human rights, the labour market, the environment and/or anti-corruption. When the supplier is assessed to be at non-compliant, the cooperation will be stopped.

Concerns and grievance mechanisms

Bunzl Group - and thus also ICM - has a process where the company's employees can raise concerns about behavior related to human rights, labor rights, the environment or anti-corruption anonymously over the internet or by phone.

The whistleblower scheme is called "Speak Up". It is included in the program during onboarding and regular Code of Conduct training for our employees and visible posters are hung in the corridors with instructions on how to use it.

In 2023 we had no reports to our whistleblower scheme "Speak up".

Environmental conditions and reduction of our climate impact

ICM will comply with all applicable regulations and laws in the area. We will work for ongoing improvements within the environment and climate throughout the supply chain and help our customers become more sustainable. Together with our customers and suppliers, we will work to reduce the resource consumption and CO2 footprint in the supply chain, as we work towards becoming more energy and resource efficient CO2 neutral.

Results regarding environment and climate

In 2023 we achieved the following results:

For operations:

- Calculation of ICM's CO2 emissions, Scope 1 and 2
- Initiated data collection with Bunzl for calculation of CO2 emissions, Scope 3
- Participation in Bunzl's CO2 reduction program

Management's review

- Participation in customers' pilot projects for inventory of CO2 emissions, Scope 3, for our products
- Development of a new company car policy with requirements for replacing diesel/petrol cars with electric cars and starting the replacement of company cars with electric vehicles
- Energy improvement:
 - Replacement of light sources with LED in administration in Odense -> minor reduction in energy consumption
- For the products:
 - Mapping the remaining potential for reduction/optimization of packaging for our BlueStar products for resource saving and reduction of CO2 footprint (Scope 3)
 - Upstart collecting data regarding sustainability initiatives for products and the possibility of return for recycling
 - Conducting a survey of BlueStar manufacturers, to map their environmental and climate conditions, possibilities for CO2 inventory for the products, return, etc.

Projects, focus, and expectations for the coming year in the environmental and climate area in 2024, we will continue to work systematically to improve the environment and climate and focus on the following initiatives:

FOR OPERATIONS

- Conduct recertification of our management system according to ISO 14001 Environmental Management including an addendum for energy review according to ISO 50001 section 6.3.
- Switch to green energy in Hørsholm (as we did in Odense in 2022).
- Continue the ongoing replacement of company cars from diesel/petrol to electric vehicles.
- Implement Extended Producer Responsibility for packaging.
- Optimize material choice and quantity for packaging for shipping from ICM's warehouse to our customers, to reduce resource consumption, packaging tax, and CO2 footprint.
- Develop a system for inventory of CO2 footprint on shipping from ICM's warehouse to the customer.
- Communicate improvements regarding environment and energy, internally and externally.

Management's review

FOR PRODUCTS FOR RESALE & BLUE STAR PRODUCTS

- Establish a new strategy for sourcing sustainable products and expand the range of sustainable products.
- Map the environmental and climate conditions of BlueStar manufacturers, use of renewable energy, possibilities for CO2 inventory for the products, return, etc.
- Collaborate with suppliers on possibilities for take back arrangements and recycling.
- Explore opportunities for conducting Life Cycle Assessments for our BlueStar products.
- Communicate internally and externally about improvements regarding sustainability status and activities at ICM and in the supply chain.

Partnerships:

- We will continue to enter into partnerships with our customers regarding the reduction of climate footprint and resources.
- We will continue to participate in the Bunzl Carbon Footprint program.

Human rights

We support and respect the internationally accepted human rights and we will not be involved in any violation of these. We respect the right to freedom of association and collective bargaining, and we will contribute to the abolition of forced labor, child labor and discriminatory treatment in terms of employment and occupation.

As the CEO in the company has been changed in 2023, the company is standing in front of some changes in structure and leadership. This creates a risk of uncertainty in the organization. By increasing the management team to more members, and by increasing communication and local presence at both office locations, we expect to be able to increase communication and ensure an open and honest dialogue with the employees.

ICM wants to ensure, that work carried out for ICM or outsourced will be carried out in a safe manner to avoid injury or damage to suppliers. For this reason, we have communicated our expectations to the suppliers through our Supplier Code of Conduct, and the suppliers are reviewed on an ongoing basis to identify those who need special dialogue, audits or another follow-up.

Management's review

ICM sells products, that are often produced and handled in areas or industries where it is known that violations of human rights occur, in the form of the use of child labor, forced labor, exceeding maximum working hours, discriminatory treatment etc. To prevent these violations, our requirements are described in these ethical guidelines, which we have in common with Bunzl:

- Code of Conduct for our employees, which is reviewed on onboarding and at defined intervals.
- Supplier Code of Conduct, which all suppliers are requested to accept and respect.

For the production of our own brand BlueStar, by selecting and monitoring the producers, we have a direct influence on how big the risk is of violations of human rights. And in collaboration with Bunzl, we have a well-tested system to secure the supply chain as best as possible. Our BlueStar products are produced in Asia and the Middle East, where we know, that human rights are violated. In order to prevent this from occurring for the products we produce ourselves, we carry out an overall risk assessment of the supplier on the basis of criteria determined by Bunzl, based on official guidelines. Suppliers from areas where, according to experience, violations of human rights occur, are classified as "High risk suppliers". For these, we require them to adhere to Bunzl's Supplier Code of Conduct annually and be approved by supplier audits carried out by Bunzl Shanghai at least every two years. The performed supplier audit includes as a minimum Social accountability but can also include quality and capability. The audit process has been reviewed by an external audit body and is at the same level as a SMETA audit.

In 2023, we achieved the following results:

- Maintenance of certification according to DS 49001 Management System for Social Responsibility/CSR (equivalent to ISO 26000)
- Continuous qualification in SEDEX, Achilles, and various databases
- Social audit of our high-risk suppliers, conducted by Bunzl Shanghai. All suppliers approved.
- ICM Supplier assessment of our BlueStar manufacturers and strategic suppliers, including evaluation of their performance in relation to human rights.
- Compliance: No violations of human rights observed.

In 2024, we will continue our efforts and processes from 2023 to ensure that we manage the risk of human rights violations as best as possible in the supply chain.

Management's review

Anti-corruption and bribery

We will work against corruption, including blackmail and bribery. ICM does business with suppliers in many countries where the business practices often are very different from Denmark. Naturally, we respect the cultural differences, but we will not accept having to compromise on corruption. This has been communicated through our Code of Conduct.

We have distributed our Code of Conduct, which our suppliers have been requested to respect and accept. Internally in the Company, we follow the generally accepted business practices through our values, policies, procedures, accounts and audit.

It is our assessment, that the implemented measures contribute to maintaining a low risk of corruption and bribery, but ICM A/S will continue to prioritize training of the employees.

In 2023 there have been no cases in relation to corruption and bribery

Substantial risks in relation to the business activities of the Company

Fire in the warehouse in Odense, where the Company could lose its stock, is a risk, which should be taken into consideration. The Company has a permanent service agreement on a fire-extinguishing installation, an internal employee who is trained in checking the installation and conditions, and internal training in fire and emergency response is implemented.

Inadequate quality and compliance in connection with particularly critical products is a business risk. The Company performs systematic inspections of high-risk products with special focus on reviewing all requirements and establishing a modification procedure. The Company will assess future resources in the QHSE department.

The Company is highly dependent on IT, which is also related to a business risk. IT breakdowns are prevented by using a hosting solution with backup from a major provider. In this way, the risk of internal IT failures is reduced, but the Company is still vulnerable to external failures, such as cable cuts.

Violation of the laws on personal data is a risk, which the Company prevents by having a procedure for handling of sensitive personal data as well as a policy for deletion of personal data that are no longer relevant.

Performance achieved as a result of the Company's CSR efforts

ICM wants to contribute to helping people in employment who are not on the labour market. ICM has three flexi-job employees, one of whom has successfully increased working hours. ICM also collaborates with the municipality on internships and work trials.

Management's review

We would like to join networks and share knowledge about the working environment and safety on various media. We made 244 postings in 2023, where 69% were direct knowledge sharing about security.

ICM wants to focus on the prevention of occupational injuries also among young people and therefore enters a collaboration with a local technical school, teachers as well as students, on education in safety and knowledge of the working environment. As an example, ICM trains young people within agricultural. They are trained in the importance of using the right protecting equipment when working on heavy machinery and other hand tools.

ICM supports local and national knowledge and community building through participation in various business and industry networks. We are sponsors of the Skills and Working Environment Award, which is aimed at young people in the process of training, specifically craftsmen, where the focus is on a good working environment.

In 2024, we will continue our dedicated work with the community around us. Securing that we inspire and motivate the next generation to improve the working environment and be safe.

Corporate Governance

The framework of the organisation of the Management's responsibilities is the Danish Companies Act, the Danish Financial Statements Act, the Company's Articles of Association and good practice for businesses of the same size and with identical international activities as ICM.

The Company's Board of Directors and Management constantly seek to ensure that the Group's management structure and control systems are appropriate and work in a satisfactory way. The Management will currently assess whether this is the case.

Shareholder relations

The top management shall currently assess whether the capital structure of the Company is in keeping with the interests of the Company and its stakeholders. The overall purpose is to ensure a capital structure that supports long-term, profitable growth.

The Company's Articles of Association contain no limitations in relation to ownership or voting rights.

Management remuneration

In order to attract and retain a well-qualified management, the remuneration of the Management and Executives of the Company is fixed in consideration of responsibilities, value creation and conditions in comparable businesses.

Management's review

Dividend policy

Payment of dividend will be made in consideration of any required consolidation of equity, as the basis of the Company's continued expansion, and of the existing agreements with the sources of finance.

Events after the balance sheet date

No events have occurred after the balance sheet date to this date, which would influence the evaluation of this annual report.

Distribution by gender

The Board of Directors has established a target figure for the under-represented gender in the Board.

Target figures and policy for the underrepresented gender at ICM aim for both legal genders to be represented by at least 40% on the board and top management (management layers 1 and 2) by 2027.

The board consists of 5 persons, where all have been selected at the yearly general meeting.

The top management (management layers 1 and 2) consists of seven people. Here, in 2023, men make up 42,8%, while women are 57,2%. Therefore, the target is fulfilled in 2023. Hereby equal distribution of the gender has been achieved.

During 2023 ICM has implemented the following actions to enhance the gender distribution at ICM:

- When hiring the new CEO, the candidates for 1. interview was 50/50 male as female.
- Bunzl and ICM launched a new management platform/tool to get a visual of the gender distribution across departments and age. Enabling the managers to increase consciousness in decision making.
- Bunzl and ICM conducted a diversity campaign to increase awareness about unconscious bias.

Management's review

In the table below the gender distribution as of December 2023 is listed.

	2023	2024	2025	2026	2027
ICM Board					
Total number of members	5				
Underrepresented gender in pct.	0				
Target in pct.	40	40	40	40	40
Year for target fulfilment	2027	2027	2027	2027	2027
ICM management (Managing Director and the people reporting to the MD)					
Total number of members	7				
Underrepresented gender in pct.	42,8				
Target in pct.	40	40	40	40	40
Year for target fulfilment	2023	2024	2025	2026	2027

We will continue our activities in 2024 to ensure diversity in our hiring process and start working on the mindset and attitude of diversity.

Expected development in 2024

The Company expects conditions, which will follow the general market development in Denmark. Some kind of reaction to geopolitical disorder and supply chain challenges is expected, however, the extent is uncertain. The revenue for 2024 is expected to be around MDKK 480-490 with an expected EBIT result of around MDKK 40-44.

Income statement 1 January - 31 December

	Note	2023 DKK	2022 DKK
Revenue	2	457.169.695	411.897.245
Other operating income		67.500	0
Cost of goods sold		-328.321.019	-295.007.018
Other external expenses	3	-22.307.149	-21.263.978
Gross profit		106.609.027	95.626.249
Staff costs	4	-69.612.996	-66.203.956
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment	5	-976.781	-876.496
Profit/loss before net financials		36.019.250	28.545.797
Financial income	6	218.558	23.860
Financial costs	7	-153.250	-73.693
Profit/loss before tax		36.084.558	28.495.964
Tax on profit/loss for the year	8	-7.942.084	-6.274.079
Profit/loss for the year	9	28.142.474	22.221.885

Balance sheet 31 December

	Note	2023 DKK	2022 DKK
Assets			
Development projects in progress		3.079.097	0
Intangible assets	10	3.079.097	0
Other fixtures and fittings, tools and equipment	12	1.274.294	1.342.160
Leasehold improvements	12	1.018.732	1.204.127
Tangible assets		2.293.026	2.546.287
Deposits	13	1.745.481	1.590.074
Fixed asset investments		1.745.481	1.590.074
Total non-current assets		7.117.604	4.136.361
Finished goods and goods for resale		79.914.896	72.839.129
Prepayments for goods		3.480.618	3.494.046
Stocks		83.395.514	76.333.175
Trade receivables		73.493.074	71.536.304
Receivables from group entities		41.652.802	31.354.267
Other receivables		2.231.521	2.028.917
Deferred tax asset	14	3.111.575	3.168.574
Prepayments	15	1.497.522	3.653.116
Receivables		121.986.494	111.741.178
Total current assets		205.382.008	188.074.353
Total assets		212.499.612	192.210.714

Balance 31 December

	Note	2023 DKK	2022 DKK
Equity and liabilities			
Share capital		576.091	576.091
Reserve for development expenditure		2.401.696	0
Retained earnings		117.202.486	91.461.708
Proposed dividend for the year		0	20.000.000
Equity		120.180.273	112.037.799
Other payables	16	6.323.073	6.098.270
Total non-current liabilities		6.323.073	6.098.270
Banks		88.620	20.596
Trade payables		68.205.180	62.677.120
Payables to group entities		477.238	223.024
Corporation tax		7.885.085	4.894.274
Other payables		9.340.143	6.259.631
Total current liabilities		85.996.266	74.074.645
Total liabilities		92.319.339	80.172.915
Total equity and liabilities		212.499.612	192.210.714
Events after the balance sheet date	1		
Development projects	11		
Rent and lease liabilities	17		
Contingent liabilities	18		
Related parties and ownership structure	19		
Related party transactions	20		
Group relations	21		

Statement of changes in equity

	Share capital	Reserve for development expenditure	Retained earnings	Proposed dividend for the year	Total
	DKK	DKK	DKK	DKK	DKK
Equity	576.091	0	91.461.708	20.000.000	112.037.799
Ordinary dividend paid	0	0	0	-20.000.000	-20.000.000
Net profit/loss for the year	0	2.401.696	25.740.778	0	28.142.474
Equity	<u>576.091</u>	<u>2.401.696</u>	<u>117.202.486</u>	<u>0</u>	<u>120.180.273</u>

Notes

1 Events after the balance sheet date

No events have occurred after the balance sheet date to this date, which would influence the evaluation of this annual report.

	<u>2023</u> DKK	<u>2022</u> DKK
2 Revenue		
Denmark	336.067.785	305.371.253
Other countries in Europe	111.331.410	92.264.347
Rest of the world	9.770.500	14.261.645
Total revenue	<u>457.169.695</u>	<u>411.897.245</u>

The company only has one activity, which is sale of solutions within personal protective equipment.

3 Fee to auditors appointed at the general meeting

Statutory audit services, PWC	385.000	360.000
Other services, PWC	22.225	36.418
Total	<u>407.225</u>	<u>396.418</u>

Notes

	2023	2022
	DKK	DKK
4 Staff costs		
Wages and salaries	61.209.959	58.584.460
Pensions	6.073.600	5.687.605
Other social security costs	907.015	812.787
Other staff costs	1.422.422	1.119.104
	69.612.996	66.203.956
	2.258.656	0
Including remuneration to the executive boards		
According to section 98 B(3) of the Danish Financial Statements Act, remuneration to the executive board has not been disclosed for 2022.		
Number of fulltime employees on average	110	106
5 Depreciation, amortisation and impairment of intangible assets and property, plant and equipment		
Depreciation intangible assets	0	118.461
Depreciation tangible assets	976.781	758.035
	976.781	876.496
6 Financial income		
Financial income, group entities	781	1.544
Other financial income	217.777	22.316
	218.558	23.860

Notes

	<u>2023</u>	<u>2022</u>
	DKK	DKK
7 Financial costs		
Financial costs, group entities	25.371	7.253
Other financial costs	127.879	66.440
	<u>153.250</u>	<u>73.693</u>
8 Tax on profit/loss for the year		
Current tax for the year	7.885.085	4.894.274
Deferred tax for the year	56.999	1.379.805
	<u>7.942.084</u>	<u>6.274.079</u>
9 Proposed distribution of profit and loss		
Ordinary dividend for the financial year	0	20.000.000
Retained earnings	25.740.778	2.221.875
Transferred to reserve for development expenditure	2.401.696	0
Total	<u>28.142.474</u>	<u>22.221.875</u>

Notes

10 Intangible assets

	Development projects in progress <u>DKK</u>
Cost at 1 January	0
Additions for the year	<u>3.079.097</u>
Cost at 31 December	<u>3.079.097</u>
Impairment losses and depreciation at 1 January	<u>0</u>
Impairment losses and depreciation at 31 December	<u>0</u>
Carrying amount	<u><u>3.079.097</u></u>

11 Development projects

Development projects in progress consist of costs related to commercial platform. There are no special prerequisites applicable in relation to the recognition and measurement of development projects.

12 Tangible assets

	Other fixtures and fittings, tools and equipment <u>DKK</u>	Leasehold improvements <u>DKK</u>
Cost at 1 January	8.513.156	3.978.537
Additions for the year	<u>592.395</u>	<u>131.125</u>
Cost at 31 December	<u>9.105.551</u>	<u>4.109.662</u>
Impairment losses and depreciation at 1 January	7.170.996	2.774.410
Depreciation for the year	<u>660.261</u>	<u>316.520</u>
Impairment losses and depreciation at 31 December	<u>7.831.257</u>	<u>3.090.930</u>
Carrying amount	<u><u>1.274.294</u></u>	<u><u>1.018.732</u></u>

Notes

13 Fixed asset investments

	Deposits DKK
Cost at 1 January	1.590.074
Additions for the year	155.407
Cost at 31 December	1.745.481
Carrying amount	1.745.481

	2023 DKK	2022 DKK
14 Deferred tax asset		
Deferred tax	3.168.574	4.548.379
Deferred tax recognised in income statement	-56.999	-1.379.805
Deferred tax	3.111.575	3.168.574
Provisions for deferred tax on:		
Intangible assets	677.402	0
Property, plant and equipment	-57.214	-65.474
Inventories	-3.731.763	-3.103.100
Transferred to deferred tax asset	3.111.575	3.168.574
	0	0
Deferred tax asset		
Calculated tax asset	3.111.575	3.168.574
Carrying amount	3.111.575	3.168.574

15 Prepayments

Prepayments comprise prepaid expenses regarding rent, insurance etc.

Notes

	<u>2023</u>	<u>2022</u>
	DKK	DKK
16 Other payables		
Frozen holiday pay obligation	<u>6.323.073</u>	<u>6.098.270</u>
Total	<u>6.323.073</u>	<u>6.098.270</u>
Over 5 years	<u>6.126.454</u>	<u>6.098.270</u>
Total	<u>6.126.454</u>	<u>6.098.270</u>
17 Rent and lease liabilities		
Liabilities under rental or lease agreements until maturity in total	<u>13.369.944</u>	<u>13.505.950</u>
	<u>13.369.944</u>	<u>13.505.950</u>

18 Contingent liabilities

The company is jointly taxed with its parent company, Bunzl Holding Danmark A/S (management company), and jointly and severally liable with other jointly taxed entities for payment of income taxes as well as for payment of withholding taxes on dividends, interest and royalties.

Notes

19 Related parties and ownership structure

Controlling interest

Bunzl plc (principal shareholder in Selectuser Ltd)
York House, 45 Seymour Street
W1H 7JT London

Selectuser Ltd (principal shareholder in Bunzl Holding Danmark A/S)
York House, 45 Seymour Street
W1H 7TJ London

Bunzl Holding Danmark A/S (principal shareholder in ICM A/S)
Greve Main 30
2670 Greve

20 Related party transactions

Only related party transactions not conducted on an arm's length basis are disclosed in the annual report. No such transactions have been conducted in the financial year.

21 Group relations

Name and registered office of the Parent preparing consolidated financial statements for the largest group: Bunzl plc, London

Name and registered office of the Parent preparing consolidated financial statements for the smallest group: Bunzl plc, London

Accounting policies

The annual report of ICM A/S for 2023 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class C enterprises (large).

The accounting policies applied are consistent with those of last year.

The annual report for 2023 is presented in DKK.

Basis of recognition and measurement

Income is recognised in the income statement as earned, including value adjustments of financial assets and liabilities. All expenses, including amortisation, depreciation and impairment losses, are also recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits 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 from the company and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. On subsequent recognition, assets and liabilities are measured as described below for each individual accounting item.

Certain financial assets and liabilities are measured at amortised cost using the effective interest method. Amortised cost is calculated as the historic cost less any installments and plus/less the accumulated amortisation of the difference between the cost and the nominal amount.

On recognition and measurement, allowance is made for predictable losses and risks which occur before the annual report is presented and which confirm or invalidate matters existing at the balance sheet date.

Income statement

Revenue

Income from the sale of goods for resale and finished goods is recognised in the income statement, provided that the transfer of risk, usually on delivery to the buyer, has taken place and that the income can be measured reliably and is expected to be received.

Cost of goods sold

Costs of raw materials and consumables include the raw materials and consumables used in generating the year's revenue.

Accounting policies

Other operating income

The item Other operating income includes items of a secondary nature relative to the company's activities, including gains on the sale of intangible assets and items of property, plant and equipment, operating losses, indemnities relating to operating losses and conflicts as well as payroll refunds. Indemnities are recognised when it is more probable than not that the company is going to be indemnified.

Other external expenses

Other external expenses include expenses related to distribution, sale, advertising, administration, premises, bad debts, payments under operating leases, etc.

Staff costs

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.

Depreciation, amortisation and impairment of intangible assets and property, plant and equipment

Depreciation, amortisation and impairment of intangible assets and property, plant and equipment comprise the year's depreciation, amortisation and impairment of intangible assets and property, plant and equipment.

Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts that relate to the financial year. Net financials include interest income and expenses, financial expenses relating to finance leases, realised and unrealised capital/exchange gains and losses on securities, liabilities and foreign currency transactions, amortisation of financial assets and liabilities and surcharges and allowances under the Danish Tax Prepayment Scheme, etc.

Tax on profit/loss for the year

The company is subject to the Danish rules on compulsory joint taxation.

Tax for the year, which comprises the current tax charge for the year and changes in deferred tax, is recognised in the income statement as regards the portion that relates to the profit/loss for the year and directly in equity as regards the portion that relates to entries directly in equity.

Accounting policies

Balance sheet

Intangible assets

Development projects

Development costs comprise costs, wages/salaries and amortisation losses that are directly and indirectly attributable to the company's development activities.

Developments projects recognised in the balance sheet are measured at cost less accumulated amortisation and impairment losses.

Following the completion of the development work, development costs are amortised on a straight-line basis over the estimated useful life. The amortisation periods used are five years.

Tangible assets

Fixtures and fittings, tools and equipment and leasehold improvements are measured at cost less accumulated depreciation and impairment losses.

The depreciable amount is cost less the expected residual value at the end of the useful life.

Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use.

Straight-line depreciation is provided on the basis of the following estimated useful lives of the assets:

	Useful life
Other fixtures and fittings, tools and equipment	3-10 years
Leasehold improvements	3 years

The useful life and residual value are re-assessed annually.

Stocks

Stocks are measured at cost using the FIFO method. Where the net realisable value is lower than the cost, inventories are recognised at this lower value.

The cost of goods for resale, raw materials and consumables comprises the purchase price plus delivery costs.

The cost of finished goods and work in progress includes the cost of raw materials, consumables, direct cost of labour and production/production overheads.

Accounting policies

Production overheads include the indirect cost of materials, wages and salaries as well as maintenance and depreciation of production machinery, buildings and equipment and expenses relating to plant administration and management. Borrowing costs are not recognised in the cost.

The net realisable value of stocks is calculated as the expected selling price less direct costs of completion and expenses incurred to effect the sale. The net realisable value is determined taking into account marketability, obsolescence and expected selling price movements.

Receivables

Receivables are measured at amortised cost.

Prepayments

Prepayments recognised under 'Current assets' comprises expenses incurred concerning subsequent financial years.

Cash and cash equivalents

Cash and cash equivalents comprise cash and deposits at banks.

Equity

Dividends

Proposed dividends are disclosed as a separate item under equity. Dividends are recognised as a liability when declared by the annual general meeting of shareholders.

Income tax and deferred tax

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

Deferred tax is measured according to the liability method in respect of temporary differences between the carrying amount of assets and liabilities and their tax base, calculated on the basis of the planned use of the asset and settlement of the liability, respectively.

Liabilities

Financial liabilities also include the capitalised residual finance lease commitment.

Other liabilities, which include trade payables, payables to group entities and other payables, are measured at amortised cost, which is usually equivalent to nominal value.

Accounting policies

Foreign currency translation

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Foreign exchange differences arising between the exchange rates at the transaction date and at the date of payment are recognised in the income statement as financial income or financial expenses. If foreign currency instruments are considered cash flow hedges, any unrealised value adjustments are taken directly to a fair value reserve under 'Equity'.

Cash flow statement

No cash flow statement has been prepared, as the company's cash flows are included in the consolidated cash flow statement, see section 86(4) of the Danish Financial Statements Act.

Financial Highlights

Definitions of financial ratios.

Solvency ratio	$\frac{\text{Equity at year end} \times 100}{\text{Total assets}}$
Return on equity	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$