unicon
CEMENTIR HOLDING

Islands brygge 43, 2300 Copenhagen S
CVR No 16 06 49 39

Annual Report 2020

The present Annual Report is presented and approved
at the Annual General Meeting

Date: 16 / 4 - 2021

(Chairman of the meeting)

CONTENTS

COMPANY DETAILS

Company

Name:	Unicon A/S Islands Brygge 43 2300 Copenhagen S
CVR No:	16 06 49 39
Registered in:	Copenhagen, Denmark
Board of Directors:	Bjarne Moltke Hansen, *Chairman* Marco Maria Bianconi, *Vice Chairman* Søren Holm Christensen Carsten Ottsen * Niels Erik Olsen * * Elected by the employees
Executive Board:	Søren Holm Christensen, *CEO, Nordic & Baltic* Henning Bæk, *Executive Vice President, CFO*
Management:	Jan Søndergaard Hansen, *Managing Director, Unicon, Denmark* Eric Staurset, *Managing Director, Unicon, Norway* Peter Camnert, *Managing Director, Sydsten, Sweden* Jan Søndergaard Hansen, *Managing Director, Kudsk & Dahl, Denmark*
Company auditors:	KPMG Statsautoriseret Revisionspartnerselskab

The Annual General Meeting adopted the annual report on 16 April 2021.

Part of the Aalborg Portland Holding Group

Unicon A/S, Denmark is part of the Aalborg Portland Holding Group, which is part of the Cementir Group, an international supplier of cement and concrete.

Unicon A/S is included in the Group financial statements for Aalborg Portland Holding A/S, Denmark and Caltagirone S.p.A., Italy.

Cementir Holding N.V. has its registered head office in Amsterdam and its secondary office in Rome, is listed on the Italian Stock Exchange in Milan (code CEM) and is part of the listed Caltagirone Group.

MANAGEMENT’S REVIEW

Main activity

Unicon develops, produces and distributes ready-mixed concrete in Denmark, Norway and Sweden. Unicon is one of the Nordic region's leading suppliers of ready-mixed concrete.

Group financial highlights

DKKm	2016	2017	2018	2019	2020
INCOME STATEMENT					
Revenue	2,377	2,605	2,509	2,469	2,389
Earnings before depreciation/amortisation, impair- ment, provisions, interest and tax (EBITDA)	**240**	**257**	**262**	**295**	**307**
EBITDA ratio	*10%*	*10%*	*10%*	*12%*	*13%*
Earnings before interest and tax (EBIT)	**144**	**166**	**172**	**146**	**162**
EBIT ratio	*6%*	*6%*	*7%*	*6%*	*7%*
Earnings before tax (EBT)	**133**	**157**	**181**	**139**	**154**
Profit for the year	**101**	**119**	**146**	**108**	**123**
CASH FLOW					
Cash flow from operating activities (CFFO)	223	300	159	229	307
Cash flow from investing activities (CFFI) *	-69	-95	-40	-58	-61
Free cash flow (FCF)	**154**	**205**	**118**	**171**	**246**
* Hereof investments in property, plant and equipment	-81	-101	-76	-69	-64
BALANCE SHEET					
Total assets	1,200	1,204	1,312	1,523	1,512
Consolidated shareholders' equity	529	560	585	588	593
Net interest-bearing debt (NIBD)	**-3**	**-123**	**-130**	**74**	**-16**
Working capital (WC)	**26**	**-54**	**-21**	**1**	**-17**
FINANCIAL RATIOS					
Including minority interests' share					
Return on equity	16%	22%	26%	18%	21%
Equity ratio	44%	47%	45%	39%	39%
Return on capital employed (ROCE)	15%	19%	22%	15%	15%
NIBD/EBITDA factor	0.0	-0.5	-0.5	0.2	-0.1
Number of employees at 31 December	**663**	**670**	**664**	**659**	**644**

The financial ratios have been computed in accordance with the Guidelines issued by the Danish Finance Society in 2015. Cf. definitions in accounting policies.
IFRS 16 have been implemented in 2019 without restatement of comparable figures.

Overall, in 2020 the Unicon Group experienced a decline in revenue within ready-mixed concrete of 3% compared to 2019, but with large differences between markets in Denmark, Norway and Sweden. Compared with 2020, expressed in DKK revenue was down by DKK 80m, and EBITDA up by DKK 12m, respectively, mainly due to the weakening of the Norwegian krone.

In 2020, the Unicon Group realised revenue of DKK 2,389m, 3% lower than in 2019. Operating profit (EBITDA) was DKK 307m against DKK 295m in 2019.

The profit before tax for 2020 was DKK 154m against DKK 139m in 2019, an increase of 10%.

The return on capital employed (ROCE) was 15%, the same level as in 2019. The shareholder's equity at 31 December 2020 was DKK 593m, corresponding to an equity ratio of 39%.

Similar to past years, the Unicon Group achieved a positive cash flow from operating activities at DKK 307m. After net investments of DKK 61m, the Group has a free cash flow of DKK 246m.

Denmark

In Denmark, Unicon is the market leader with 35 plants producing and supplying ready-mixed concrete to the whole country. Ready-mixed concrete is sold to both residential and business customers.

In 2020, the company has delivered a historically strong performance, both financially and strategically. Financially we are looking at solid results driven by continuous efforts to control costs, strengthen sales and follow up on working capital initiatives. Strategically, Unicon has managed to differentiate itself from the market by taking on the role as market leader through a credible and aggressive focus on the sustainability agenda within ready-mixed concrete. As a result, Unicon is eligible to ask premium prices in a highly competitive market. Additionally, Unicon has managed to take on a position that supports Aalborg Portland in their efforts to introduce Futurecem™ to the market.

As well as the rest of the world, the Covid-19 pandemic briefly shook Unicon in March, but we quickly managed to cautiously balance cost control and solid sales. A balance that could only be found and maintained through a strong organisation that stood together at all levels and found solutions to a completely new situation and challenge.

Kudsk & Dahl has also delivered a solid financial result, driven by a continuous optimisation of costs and sales efforts. An open and transparent collaboration between Unicon and Kudsk & Dahl has throughout 2020 strengthened both results.

Norway

Unicon AS produces ready-mixed concrete at 24 plants and 3 mobile units spread out through the central and southern parts of Norway.

The residential and non-residential market declined in 2020, caused partly by the Covid-19 pandemic from March and to the end of the year.

Infrastructure market on the other hand continued to grow, as public spending continued during the pandemic.

Unicon supplied concrete to a number of high-profile construction projects, e.g. the railway and road projects D16 Bybanen Step 4 Fyllingsdalen, E6 Kvål – Melhus (Trøndelag), E16 Åsbyga-Olum and E39 Mandal.

Unicon has continued the supplies to Nordøyvegen, Regjeringskvartalet, and the Hospital in Drammen as well as the Oslo Emergency Clinic.

During 2020, Unicon continued our focus on sustainability, customer service and improved competitiveness. Unicon has several improvement projects with environmental focus within areas like product development, greener transportation and waste management. Unicon holds the environmental certification according to ISO 14001.

The ready-mix plant in Drammen has been fully revamped and an additional mobile plant is erected at the Hønefoss location to serve large infrastructure projects.

Unicon is an active member of Fabeko, the Norwegian ready-mixed concrete association, and is also involved in Byggutengrenser. Fabeko and Byggutengrenser work to increase the market share of ready-mixed concrete as a building material through fact-based information to key stakeholders including politicians, builders, architects and people in general about the advantages and possibilities with concrete as a sustainable building material.

Sweden

AB Sydsten produces and sells ready-mixed concrete and aggregates (granite and gravel) to the southern part of Sweden. The company has 9 plants, 5 granite quarries, 1 gravel pit, trading business in precast concrete and a recycling business.

In 2020, Sydsten increased its market position in terms of volumes, revenue and earnings compared to 2019. Sales during 2020 were higher in all business streams, primarily due to some huge projects such as 4-track railway, New Hospital Malmö and furthermore winning several good middle and small size contracts in infrastructure and residential market.

Sydsten has been successful in both keeping and developing the business with existing customers and finding new customers in the market for all our business streams. Our environmental efforts and actions towards a fossil free production such as four ready-mix trucks with electrical hybrid engine, bio-fuels in all concrete plants and continuing electrifying the production in our quarries has been an important factor to win new contracts in the market.

Sydsten is also engaged in several social activities in the community such as Lund’s University of Technology, “Smart Math” in elementary school and every year Sydsten participates at the exhibition “Industrinatten” for high school students.

Group exposures

Business risks

The company is sensitive to the conditions usually affecting sale of ready-mixed concrete. This exposure can be split into four main areas:

- Private new construction
- Multi-storey houses and multi-family houses
- Non-residental construction
- Public-sector construction and infrastructure

The Unicon Group's focus of business is on the Scandinavian countries. Efforts are made to achieve a proper mix of variable and fixed costs to be able to counter temporary changes in demand.

Currency exposure

The Group's products are usually not sold to other countries, for which reason its currency exposure is limited mainly to balance sheet items which for individual subsidiaries are in local currency.

Interest rate exposure

It is Group policy to have a proper mix of short-term and medium-term interest exposure. Long-term interest agreements are concluded seldom.

Cash flow risk

It is Group policy always to be able to pay its debts, and periodic cash management and reporting therefore takes place on a systematic basis to ensure this.

Credit risks

The Group's credit risk primarily relates to trade receivables from sale to customers. The Group's receivables are assessed on a current and individual basis and provisions are made currently if there is any doubt about a customer's ability to pay. Basically, sale to customers with an estimated low ability to pay is made against prepayment or a bank guarantee.

The maximum credit risk on trade receivables corresponds to the value at which they are included in the balance sheet. No individual customer poses any material risk to the Group.

Environment and energy

Environmental respect and energy consumption are focal issues for the entire Nordic ready-mixed concrete business area. A number of environmental projects are therefore currently under way, including one relating to the recycling of large volumes of water used in company processes.

Concrete is an environment-friendly building material pre-dominantly produced from natural resources.

Environmental impacts from Unicon's concrete production are continuously being reduced, and Unicon has established an internal Environmental Management System based on ISO 14001 that has been implemented in the Group's production plants. The system ensures ongoing improvements to environmental conditions at company plants.

Sustainability and social responsibility

Unicon is part of the annual report of the Aalborg Portland Holding Group, which is part of the annual report of the Cementir Group, in which social responsibility has been described.

Unicon's Statutory Report on Corporate Social Responsibility, cf. Section 99(a) of the Danish Financial Statements Act, can be found in "Sustainability Report 2020" from Cementir Holding, the owner of Aalborg Portland Holding. The report is available at www.cementirholding.it.

In accordance with Danish regulations governing the gender composition of management in large companies, cf. Section 139(a) of the Danish Companies Act and Section 99(b) of the Financial Statements Act, the Group's policy on gender equality is being extended to recruitment and promotion, the decisive consideration being to find the best qualified people for all company positions. Focus is placed on increasing the number of female managers to provide for a balanced gender composition.

Increasing the female representatives in the management level remains a priority for Unicon A/S and during 2020 we have continued working to attract female candidates and strengthen our recruitment strategies to ensure that we have female candidates, applying for management positions.

For 2020, the management level of Unicon A/S consists of 20 males and 3 females.

The Board of the Group's parent company has three male AGM-elected members, and therefore goal is not met. No change of board members has been relevant during 2020. The aim of Unicon A/S is to have at least one female AGM-elected member before the end of 2023.

Payments to authorities

In accordance with Danish regulations governing payments to authorities in large companies, cf. Section 99(c) of the Danish Financial Statements Act, reference is made to parent company Aalborg Portland Holding A/S annual report 2020.

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.

Other issues

In Aalborg Portland Holding A/S' consolidated financial statements for 2020, the Unicon group contributes with DKK 162m before tax and minority interests. Aalborg Portland Holding A/S' consolidated financial statements are presented according to IFRS. The variances to the Group accounts of Unicon A/S for 2020, which is presented according to the Danish Financial Statements' Act, are:

Earnings before tax (EBT) in the Unicon consolidated financial statements	DKK 154m
Amortisation of goodwill, not deductible, cf. IFRS	DKK 8m
Contribution (EBT) to the Aalborg Portland Holding Group	DKK 162m

The total variance between Unicon A/S's financial statements for 2020 and the contribution to Aalborg Portland Holding A/S' consolidated financial statements for 2020 amounts to DKK 8m before tax.

Expectations to 2021

Sales in 2021 are generally expected to be in line with 2020.

In Denmark, sales are expected to increase slightly compared to 2020.

In Norway, sales are expected to increase compared to 2020, whereas sales in Sweden are expected to be slightly below 2020.

Efforts will still be focused on maintaining a strong market position and - based on the business units' close customer relations - constantly keep focus on customer needs and product development.

Overall, earnings for 2021 are expected to be above 2020.

Financial ratios

EBITDA ratio	Earnings before depreciation/amortisation, impairment losses, provisions, interest and tax (EBITDA) Revenue
EBIT ratio	Earnings before interest and tax (EBIT) Revenue
ROCE	NOPAT Average invested capital
NOPAT	Net Operating Profit After Tax Earnings before interest and tax (EBIT) x (1 – effective tax rate)
Capital employed	Intangible assets + tangible assets + working capital
NIBD/EBITDA factor	Net interest-bearing debt (NIBD) EBITDA
Return on equity	Profit Average shareholders' equity
Equity ratio	Shareholders’ equity Total assets
Net interest-bearing debt (NIBD)	Interest-bearing liabilities less interest-bearing assets
Working capital	Inventories, trade receivables and trade payables

STATEMENT BY THE BOARD OF DIRECTORS AND THE EXECUTIVE BOARD

The Board of Directors and the Executive Board have today discussed and approved the annual report of Unicon A/S for the financial year 1 January – 31 December 2020.

The annual report has been 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 Group's and the Parent Company's assets, liabilities and financial position at 31 December 2020 and of the results of the Group's and the Parent Company's operations and consolidated cash flows for the financial year 1 January – 31 December 2020.

Further, in our opinion, the Management's review gives a fair review of the development in the Group's and the Parent Company's activities and financial matters, of the results for the year and of the Group's and the Parent Company's financial position.

We recommend the annual report for adoption at the Annual General Meeting.

Copenhagen, 8 March 2021

Executive Board:

Søren Holm Christensen	Henning Bæk

Board of Directors:

Bjarne Moltke Hansen *Chairman*	Marco Maria Bianconi *Vice Chairman*
Søren Holm Christensen	Carsten Ottsen *
Niels Erik Olsen *	

* Elected by the employees

STATEMENT BY THE BOARD OF DIRECTORS AND THE EXECUTIVE BOARD

The Board of Directors and the Executive Board have today discussed and approved the annual report of Unicon A/S for the financial year 1 January – 31 December 2020.

The annual report has been 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 Group's and the Parent Company's assets, liabilities and financial position at 31 December 2020 and of the results of the Group's and the Parent Company's operations and consolidated cash flows for the financial year 1 January – 31 December 2020.

Further, in our opinion, the Management's review gives a fair review of the development in the Group's and the Parent Company's activities and financial matters, of the results for the year and of the Group's and the Parent Company's financial position.

We recommend the annual report for adoption at the Annual General Meeting.

Copenhagen, 8 March 2021

Executive Board:

Søren Holm Christensen

Henning Bæk

Board of Directors:

Bjarne Moltke Hansen
Chairman

Marco Maria Bianconi
Vice Chairman

Søren Holm Christensen

Carsten Ottsen *

Niels Erik Olsen *

* Elected by the employees

THE INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Unicon A/S

Opinion

We have audited the consolidated financial statements and the parent company financial statements of Unicon A/S for the financial year 1 January – 31 December 2020 comprising income statement, balance sheet, statement of changes in equity and notes, including accounting policies, for the Group as well as for the Parent Company and a cash flow statement for the Group. The consolidated financial statements and 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 Group's and the Parent Company's assets, liabilities and financial position at 31 December 2020 and of the results of the Group's and the Parent Company's operations and consolidated cash flows for the financial year 1 January – 31 December 2020 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' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibility for the consolidated financial statements and the parent company financial statements

Management is responsible for the preparation of consolidated financial statements and parent company financial statements that give a true and fair view in accordance with the Danish Financial Statements Act and for such internal control that Management determines is necessary to enable the preparation of consolidated financial statements and 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 as to 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 in Denmark will always detect a material misstatement when it exists. Misstatements may 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 financial statement users made on the basis of these consolidated financial statements and parent company 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 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 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.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance 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.

KPMG

Statement on the Management's review

Management is responsible for the Management's review.

Our opinion on the consolidated financial statements and the parent company financial statements does not cover the Management's review, 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 the Management's review and, in doing so, consider whether the Management's review is materially inconsistent with the consolidated financial statements or 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 the Management's review provides the information required under the Danish Financial Statements Act.

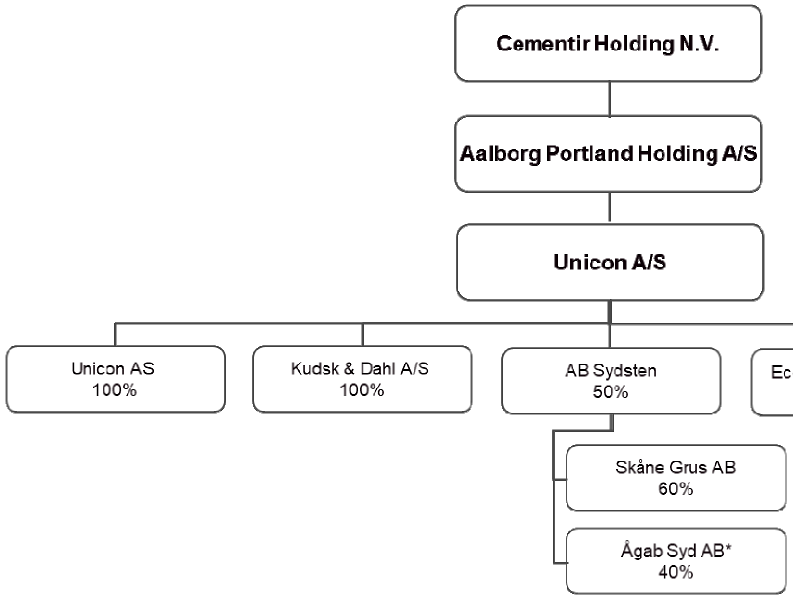
Based on the work we have performed, we conclude that the Management's review is in accordance with the consolidated financial statements and the parent company financial statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement of the Management's review.

Copenhagen, 8 March 2021

KPMG
Statsautoriseret Revisionspartnerselskab
CVR no. 25 57 81 98

Steffen S. Hansen
State Authorised Public Accountant
MNE NO. 32737

GROUP CHART



Unicon Group, 31 December 2020

Ownership:
Unicon A/S is a 100% owned subsidiary of Aalborg Portland Holding A/S, which is part of the Cementir Group, an international supplier of cement and concrete.

* Joint venture

Notes		2020 DKK '000	2019 DKK '000
1	Revenue	2,389,167	2,469,131
2	Cost of sales	1,504,605	1,543,143
	Gross profit	**884,562**	**925,988**
2	Sales and distribution costs	576,677	610,040
2	Administrative expenses and other costs	150,328	177,973
	Profit from ordinary operating activities	**157,557**	**137,975**
3	Other operating income	7,224	7,743
3	Other operating costs	2,957	145
	Earnings before interest and tax (EBIT)	**161,824**	**145,573**
4	Share of profit after tax, joint ventures	4,258	2,317
5	Financial income	7,238	4,677
5	Financial expenses	18,822	13,129
	Earnings before tax (EBT)	**154,498**	**139,438**
6	Tax on profit for the year	31,248	31,891
	Profit for the year	**123,250**	**107,547**
	Attributable to:		
	Non-controlling interests	22,180	19,469
	Shareholders in Unicon A/S	101,070	88,078

	2020 DKK '000	2019 DKK '000
Profit for the period	**123,250**	**107,547**
Reversal of amortisation and depreciation	142,050	146,237
Reversal of revaluation / impairment losses	676	373
Share of net profits of equity-accounted investees	-22,290	-20,349
Net financial income / expense	11,584	8,453
Gains/losses on disposals	17,573	13,990
Income taxes	31,248	31,891
Change in employee benefits	2,743	-2,234
Change in provisions (current and non-current)	-840	1,234
Operating cash flows before changes in working capital	**305,994**	**287,142**
Increase / decrease Inventories	-1,444	-5,714
Increase / decrease Trade receivables	7,774	23,200
Increase / decrease Trade payables	10,773	-39,450
Change in non-current/current other assets/liabilities	34,176	5,600
Change in current and deferred taxes	-1,296	-768
Operating cash flows	**355,977**	**270,010**
Interests received	352	1,759
Interests paid	-6,639	-8,821
Other income collected/expenses paid	-7,124	-1,296
Income taxes paid	-35,606	-32,438
Cash flow from operating activities	**306,960**	**229,214**
Investments in intangible assets	-514	-645
Investments in property, plant and equipment and inv. property	-64,489	-68,971
Proceeds from sale of property, plant and equipment	4,100	11,569
Cash from investing activities	**-60,903**	**-58,047**
Change in non-current financial liabilities	-2,013	296
Change in current financial liabilities	-105,728	-46,387
Change in current financial assets	-16,968	-36,967
Dividend distributed	-118,399	-93,152
Other variances of equity	6,268	1,327
Cash flow from financing activities	**-236,840**	**-174,883**
Net change in cash and cash equivalent	9,217	-3,716
Cash and cash equivalent exchange rate effect	4,268	-1,855
Cash and cash equivalent opening balance	126,766	132,337
Cash and cash equivalent closing	**140,251**	**126,766**

Notes	ASSETS	2020 DKK '000	2019 DKK '000
	Fixed assets		
	Goodwill	30,440	38,560
	Other intangible assets	17,892	26,005
7	**Intangible assets**	**48,332**	**64,565**
	Land and buildings	180,715	190,330
	Plant and machinery	350,447	357,716
	Other fixtures, tools and equipment	4,293	4,876
	Tangible assets in course of construction	27,986	23,880
	Right-of-use assets	215,630	224,504
8	**Property, plant and equipment**	**779,071**	**801,306**
4	Investments in joint ventures	32,055	28,982
	Fixed asset investments	**32,055**	**28,982**
	Total fixed assets	**859,458**	**894,853**
	Current assets		
	Raw materials and consumables	57,501	51,797
	Finished goods and goods for resale	27,438	31,697
9	**Inventories**	**84,939**	**83,494**
	Trade receivables	234,094	245,522
	Receivables from group enterprises	172,258	150,484
	Tax receivables	1,191	0
	Other receivables	10,511	11,862
10	Prepayments	9,509	9,604
11	**Receivables**	**427,563**	**417,472**
	Cash funds	**140,251**	**126,766**
	Total current assets	**652,753**	**627,732**
	TOTAL ASSETS	**1,512,211**	**1,522,585**

EQUITY AND LIABILITIES

Notes		2020 DKK '000	2019 DKK '000
	Shareholders' equity		
	Share capital	150,000	150,000
	Reserve for net revaluation according to the equity method	30,991	27,919
	Retained earnings	223,150	211,781
	Proposed dividends	85,000	100,000
	Unicon A/S' share of equity	**489,141**	**489,700**
	Non-controlling interests' share of equity	**103,772**	**98,281**
	Total consolidated shareholders' equity	**592,913**	**587,981**
	Provisions		
12	Deferred tax liabilities	11,276	12,238
13	Pensions and similar commitments	70,814	67,142
14	Other provisions	39,162	40,002
	Total provisions	**121,252**	**119,382**
	Liabilities		
	Credit institutions, etc.	161,794	175,619
15	**Non-current liabilities**	**161,794**	**175,619**
	Credit institutions, etc.	56,723	50,153
	Trade payables	324,410	313,124
	Payables to group enterprises	89,247	139,529
	Joint taxation contribution payable	23,430	16,507
	Income tax payable	611	11,846
16	Other payables	141,831	108,444
	Current liabilities	**636,252**	**639,603**
	Total liabilities	**798,046**	**815,222**
	TOTAL EQUITY AND LIABILITIES	**1,512,211**	**1,522,585**

17 Charges
18 Contingent liabilities
19 Fee to auditors appointed at the Annual General Meeting
20 Related party transactions
21 Financial risks and instruments
22 Post-balance sheet events
23 Accounting policies

DKK '000	Share capital	Retained earnings	Reserve for net revaluation according to the equity method	Proposed dividends for the financial year	Unicon's total share	Non-controlling interests' total share	Total equity
Shareholders' equity at 1 January 2019	**150,000**	**233,596**	**25,472**	**80,000**	**489,068**	**95,629**	**584,697**
Exchange rate adjustments		-472	130	0	-342	-1,288	-1,630
Other adjustments including actuarial gains/losses on defined benefit schemes		-7,104			-7,104	-3,178	-10,282
Profit for the year		88,078			88,078	19,469	107,547
Reserve according to equity method		-2,317	2,317		0		0
Proposed dividends for the financial year		-100,000		100,000	0		0
Paid dividends				-80,000	-80,000	-12,351	-92,351
Shareholders' equity at 31 December 2019	**150,000**	**211,781**	**27,919**	**100,000**	**489,700**	**98,281**	**587,981**
Exchange rate adjustments		31	-1,186	0	-1,155	3,559	2,404
Changes in fair value of financial instruments		-629			-629		-629
Other adjustments including actuarial gains/losses on defined benefit schemes		155			155	-1,211	-1,056
Profit for the year		101,070			101,070	22,180	123,250
Reserve according to equity method		-4,258	4,258		0		0
Proposed dividends for the financial year		-85,000		85,000	0		0
Paid dividends				-100,000	-100,000	-19,037	-119,037
Shareholders' equity at 31 December 2020	**150,000**	**223,150**	**30,991**	**85,000**	**489,141**	**103,772**	**592,913**

The consolidated share capital consists of shares of nominal DKK 1,000 or multiples of these.

1 Revenue

	2020			2019		
	Ready-mixed concrete DKK '000	Aggregates DKK '000	Total DKK '000	Ready-mixed concrete DKK '000	Aggregates DKK '000	Total DKK '000
Denmark	1,068,851	24,221	1,093,072	1,036,813	21,756	1,058,569
Norway	801,264	0	801,264	958,767	0	958,767
Sweden	309,569	185,262	494,831	280,900	170,895	451,795
	2,179,684	**209,483**	**2,389,167**	**2,276,480**	**192,651**	**2,469,131**

2 Staff costs

	2020 DKK '000	2019 DKK '000
Wages and salaries	334,786	334,356
Pension contributions	37,139	38,902
Social security contributions	23,199	23,400
	395,124	**396,658**

The amounts comprise: cost of sales, sales and distribution costs as well as administrative expenses and other costs.

Average number of full-time employees	649	659

Remuneration to the board of directors amounted to DKK 0.1m in 2020 and 2019. In 2020 and 2019, remuneration to the management is paid via management fee to Aalborg Portland Holding A/S. It is not possible to specify the remuneration to the management. Thus no salaries are paid to the management by Unicon A/S in 2020 and 2019.

3 Other operating income and other operating costs

Other operating income		
Rental income	1,819	1,057
Profit from sale of fixed assets	3,416	4,187
Other income	1,989	2,499
	7,224	**7,743**
Other operating costs		
Loss on sale of assets	2,957	145
	2,957	**145**

4 Investments in joint ventures

	Investments in joint ventures	Investments in joint ventures
Cost at 1 January	1,063	1,064
Exchange rate and other adjustments	1	-1
Cost at 31 December	**1,064**	**1,063**
Adjustments at 1 January	27,919	25,472
Exchange rate adjustments	-1,186	130
Profit shares	4,258	2,317
Adjustments at 31 December	**30,991**	**27,919**
Carrying amount at 31 December	**32,055**	**28,982**

	Shareholders' equity DKK '000	Ownership interest %	Unicon's share of profit after tax DKK '000	Unicon's share of shareholders' equity DKK '000
- Ecol-Unicon Sp. z o.o., Poland	44,889	49	2,348	21,996
- ÅGAB Syd AB, Sweden	25,144	40	1,910	10,058
			4,258	**32,054**

The proportion of voting rights does not differ from the ownership interest held.

		2020 DKK '000	2019 DKK '000
5	**Financial income and expenses**		
	Financial income		
	Interest and other financial income	277	1,119
	Interest income from group enterprises	73	641
	Realised exchange rate gains	4,591	2,744
	Unrealised exchange rate gains	2,297	173
		7,238	**4,677**
	Financial expenses		
	Interest and other financial expenses	4,420	5,027
	Interest expenses to group enterprises	2,838	4,313
	Realised exchange losses	11,096	3,521
	Unrealised exchange losses	468	268
		18,822	**13,129**
6	**Tax on profit for the year**		
	Current tax on the profit for the year	35,769	37,466
	Adjustment deferred tax	382	-4,853
	Other adjustments, including previous years	-4,903	-722
		31,248	**31,891**

		Goodwill	Goodwill
7	**Intangible assets**		
	Cost at 1 January	344,592	342,459
	Exchange rate adjustments	-14,554	2,133
	Cost at 31 December	**330,038**	**344,592**
	Amortisation at 1 January	306,032	289,228
	Exchange rate adjustments	-14,116	1,978
	Amortisation for the year	7,682	14,826
	Amortisation at 31 December	**299,598**	**306,032**
	Carrying amount at 31 December	**30,440**	**38,560**

Performed impairment tests have supported carrying values.

	Other intangible assets	Other intangible assets
Cost at 1 January	105,876	116,739
Exchange rate and other adjustments	-29	-34
Additions	514	645
Disposals	0	-11,474
Cost at 31 December	**106,361**	**105,876**
Depreciation at 1 January	79,871	82,603
Exchange rate and other adjustments	1	-23
Disposals	0	-11,474
Depreciation for the year	8,597	8,765
Depreciation at 31 December	**88,469**	**79,871**
Carrying amount at 31 December	**17,892**	**26,005**

		2020 DKK '000	2019 DKK '000
8	**Property, plant and equipment**	Land and buildings	Land and buildings
	Cost at 1 January	550,656	545,219
	Exchange rate and other adjustments	-3,192	-491
	Additions	4,097	7,679
	Disposals	-2,906	-909
	Transfer	1,030	-842
	Cost at 31 December	**549,685**	**550,656**
	Depreciation and impairment losses at 1 January	360,326	354,659
	Exchange rate and other adjustments	-1,336	-468
	Reversed depreciation on disposals	-1,782	-879
	Depreciation for the year	11,762	11,323
	Transfer	0	-4,309
	Depreciation and impairment losses at 31 December	**368,970**	**360,326**
	Carrying amount at 31 December	**180,715**	**190,330**

	Plant and machinery	Plant and machinery
Cost at 1 January	1,169,733	1,203,642
Exchange rate and other adjustments	-12,713	-2,795
Additions	46,946	41,540
Disposals	-26,485	-49,429
Transfer	5,226	-23,225
Cost at 31 December	**1,182,707**	**1,169,733**
Depreciation and impairment losses at 1 January	812,017	837,368
Exchange rate and other adjustments	-10,742	-1,662
Reversed depreciation on disposals	-25,851	-47,577
Depreciation for the year	56,836	51,448
Transfer	0	-27,560
Depreciation and impairment losses at 31 December	**832,260**	**812,017**
Carrying amount at 31 December	**350,447**	**357,716**

8 Property, plant and equipment, continued

	2020 DKK '000	2019 DKK '000
	Other fixtures, tools and equipment	Other fixtures, tools and equipment
Cost at 1 January	97,988	97,857
Exchange rate and other adjustments	-277	35
Additions	-10	959
Disposals	-107	-2,058
Transfer	132	1,195
Cost at 31 December	**97,726**	**97,988**
Depreciation at 1 January	93,112	94,545
Exchange rate and other adjustments	-234	33
Reversed depreciation on disposals	-107	-2,058
Depreciation for the year	662	592
Depreciation at 31 December	**93,433**	**93,112**
Carrying amount at 31 December	**4,293**	**4,876**

	Tangible assets in course of construction	Tangible assets in course of construction
Cost at 1 January	23,880	21,808
Exchange rate and other adjustments	-1,080	153
Additions	13,456	18,791
Disposals	-1,882	-5,643
Transfer	-6,388	-11,229
Cost at 31 December	**27,986**	**23,880**
Carrying amount at 31 December	**27,986**	**23,880**

	Right-of-use assets	Right-of-use assets
Cost at 1 January	273,167	0
Change in accounting policy, leases	0	245,686
Exchange rate and other adjustments	-1,494	558
Additions	47,667	45,027
Disposals	-4,616	-18,104
Transfer	7,294	0
Cost at 31 December	**322,018**	**273,167**
Depreciation and impairment losses at 1 January	48,663	0
Exchange rate and other adjustments	670	134
Reversed depreciation on disposals	-4,012	-8,522
Depreciation for the year	56,511	59,282
Transfer	4,556	-2,231
Depreciation and impairment losses at 31 December	**106,388**	**48,663**
Carrying amount at 31 December	**215,630**	**224,504**

	2020 DKK '000	2019 DKK '000
Depreciation, Land and buildings	8,991	10,000
Depreciation, plant and machinery	47,520	49,282
Interest on lease liabilities	2,667	3,085
Short-term leases	13,940	11,620
Lease of low value assets	233	65
Total amounts recognised in the income statement	**73,351**	**74,052**

9 Inventories

No material impairment has been made during the year and no material inventories are measured at a net realisable value under the actual cost price.

10 Prepayments

Prepayments comprise prepaid expenses concerning rent and insurance premiums etc.

11 Receivables

Receivables with maturity after one year amount to DKK 0.0m (2019: DKK 0.0m).

12 Deferred tax liabilities

	Deferred tax assets		Deferred tax liabilities	
	2020	2019	2020	2019
	DKK '000	DKK '000	DKK '000	DKK '000
Deferred tax liabilities				
Intangible assets	0	0	-43,410	-41,545
Property, plant and equipment	0	0	41,487	41,935
Other non-current assets	0	0	0	396
Current assets	0	0	161	825
Provisions	0	0	13,393	10,728
Non-current and current liabilities	0	0	-355	-101
Deferred tax liabilities at 31 December	**0**	**0**	**11,276**	**12,238**

	Deferred tax liabilities DKK '000
The year's changes in deferred tax assets/liabilities	
Deferred tax assets/liabilities at 1 January 2020	12,238
Movements through the income statement	382
Fair value adjustments	-177
Defined benefit plan	127
Exchange rate movements	-1,294
Net deferred tax assets/liabilities at 31 December 2020	**11,276**

The Group's basis for deferred tax reflects the differences between the carrying amount and the tax value of the group's assets and liabilities.

The Group's aggregate net deferred tax stated above is broken down by assets and liabilities. Where a legal entity or jurisdiction has both tax assets and liabilities, these have been set off.

The Group's valued tax assets are essentially not subject to time limits.

13 Pensions and similar commitments

The pension commitments incumbent on the Danish enterprises are funded through insurance schemes. The pension commitments of certain foreign enterprises are also funded through insurance schemes. Foreign enterprises whose pension commitments are not - or only partly - funded through insurance schemes (benefit-based) state the uncovered pension commitments at the actuarial present value at the balance sheet date. These pension schemes are backed by pension funds. Moreover, the Unicon Group has made provisions of DKK 71m (2019: DKK 67m) considering the assets related to the schemes.

	2020 DKK '000	2019 DKK '000
Present value of benefit-based schemes	100,994	98,827
Market value of the assets comprised by the schemes	-30,180	-31,685
	70,814	**67,142**
Present value of benefit-based schemes at 1 January	98,827	84,589
Exchange rate adjustment	88	-523
Actuarial gains/losses	130	12,524
Costs	3,596	3,221
Interest on commitment	1,437	1,819
Payments	-3,084	-2,803
Present value of benefit-based schemes at 31 December	**100,994**	**98,827**
Market value of the assets comprised by the schemes at 1 January	31,685	28,305
Exchange rate adjustment	-1,950	259
Actuarial gains/losses	-799	-568
Payments	767	2,966
Interest on assets	477	723
Market value of the assets comprised by the schemes at 31 December	**30,180**	**31,685**
Stated as liability (Pension provisions)	**70,814**	**67,142**
Taken to the income statement		
Costs (incl. actuarial adjustments)	3,596	3,221
Interest, net	960	1,096
Total amount taken to the income statement	**4,556**	**4,317**

All assets comprised by the schemes are managed and controlled by pension providers in collective pool schemes.

The assumptions on which the actuarial computations are based at the balance sheet date are as follows, on average:

	2020	2019
Average discounting rate applied	1-2%	1-2%
Future pay increase rate	2-3%	2-3%
Expected pension increase rate	1-2%	1-2%

14 Other provisions

	2020 DKK '000	2019 DKK '000
Other provisions at 1 January	40,002	38,767
Exchange rate adjustments and other adjustments	-570	-91
Additions for the year	3,409	4,505
Disposals for the year	-3,679	-3,179
Other provisions at 31 December	**39,162**	**40,002**

The provisions are mainly attributable to re-establishment costs in connection with the Group's gravel and stone activities and demolition liabilities for buildings etc. Additions for the year are mainly attributable to reassessment hereof.

15 Non-current liabilities

	2020 DKK '000	2019 DKK '000
Non-current liabilities falling due later than within 5 years after the end of the financial year:		
Leases	28,333	35,842
	28,333	**35,842**

16 Other payables

Other payables include due holiday pay, taxes, public duties and interest payable.

17 Charges

	2020		2019	
	Carrying amount of assets charged DKK '000	Assets charged DKK '000	Carrying amount of assets charged DKK '000	Assets charged DKK '000
Other fixtures, tools and equipments	17,741	0	19,624	0
Real estate	0	0	0	1,430
	17,741	**0**	**19,624**	**1,430**

18 Contingent liabilities

	2020 DKK '000	2019 DKK '000
Guarantees	**10,587**	**13,086**

Lease expenses recognised in the income statement are in accordance with IFRS16, reference is made to note 9.

Unicon A/S and Kudsk & Dahl A/S are taxed jointly with other Danish companies in the Aalborg Portland Holding Group. As 100% owned subsidiaries, the companies are jointly and unlimited liable with the other companies in the joint taxation of Danish corporate taxes within the joint taxation group. Payable corporate taxes in the joint taxation group amounted to DKK 45.8m at 31 December 2020. Any subsequent corrections of the taxable income subject to joint taxation could cause a higher liability of the companies.

19 Fee to auditors appointed at the Annual General Meeting

	2020 DKK '000	2019 DKK '000
Total fee to auditors appointed at the Annual General Meeting to be specified as follows:		
Statutory audit	1,043	1,180
Tax and VAT advisory services	12	33
Other services	44	81
	1,099	**1,294**

20 Related party transactions

Related parties with significant influence:
Aalborg Portland Holding A/S, Rørdalsvej 44, 9220 Aalborg Øst, owns 100% of the shares in Unicon A/S.
Cementir España S.L., Calle General Yagüe, Num. 13, 28020 Madrid, Spain
Cementir Holding N.V., Zuidplein 36, 1077 XV Amsterdam, Netherlands
Caltagirone S.p.A., Via Barberini, 28, 00187 Rome, Italy

Related parties within Unicon Group comprise the enterprises' Board of Directors and Management together with family related to these persons.
Furthermore, related parties comprise enterprises in which the above-mentioned persons have significant interests.

	2020	2019
Transactions with Aalborg Portland Holding A/S:		
- Intra-group management and administration agreements and royalties	5,853	8,963
- Financial items, net	-371	-492
- Financial receivables	22,738	20,141
- Financial payable	10,132	16,766
- Trade payables	0	0
Transactions with other related parties:		
- Intra-Group management and administration agreements	4,017	3,768
- Cost of sales	46,278	45,870
- Trade receivables	412	0
- Trade payables	1,862	1,909

21 Financial risks and instruments

Currency risks
Hedging is assessed and taken out in close co-operation with the Italian parent company.
For the hedging of currency risks, the Group analyses realised and expected cash flows broken down by currencies. The Group does not hedge the currency risk between EUR/DKK due to the Danish fixed-exchange-rate policy aimed at the EUR.

Risks relating to purchases and sales
Revenue from the Group's activities and the purchases are denominated in several currencies. Accordingly, these activities are exposed to changes in exchange rates.
The Group's currency risks are primarily hedged by the settlement of income and costs in the same currency and by use of derivative financial instruments.

22 Post-balance sheet events

There have been no post-balance sheet events material to this Annual Report which have not been recognised or mentioned.

23 Accounting policies

General

The Annual Report 2020 of Unicon A/S is prepared in accordance with the Danish Financial Statements Act for large companies in reporting class C, with the adoption of some IFRS standards.

The annual report 2020 is presented in thousand Danish kroner.

The accounting policies used in the preparation of the consolidated financial statements and the parent company financial statements are consistent with those of last year.

Recognition and measurement in general
The financial statements have been prepared under the historical cost convention.

Income is recognised in the income statement as it is earned, including recognised value adjustments of financial assets and liabilities measured at fair value or amortised cost. Furthermore, costs incurred to achieve year earnings are recognised in the income statement, including depreciation, impairment losses and provisions as well as reversals due to changes in accounting estimates of amounts previously recognised in the income statement.

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

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

On initial recognition assets and liabilities are measured at cost. Subsequent measurement of assets and liabilities are made as described below for each individual item.

Certain financial assets and liabilities are measured at amortised cost, which includes a constant effective interest rate over the term. Amortised cost is calculated as original cost less depreciation and allowance / deduction of accumulated depreciation of the difference between cost and the nominal amount. Hereby exchange rate gains and losses are allocated according to the life of the asset or liability.

Recognition and measurement take into account predictable losses and risks, which appear before the annual report is presented, and which confirm or deny the conditions that existed at the balance sheet date.

DKK is used as functional currency. All other currencies are considered foreign currency.

Consolidated financial statements
The consolidated financial statements comprise the Parent Company, Unicon A/S, and all enterprises in which the Parent Company exercises a controlling influence of their financial and operating policies. Control is obtained when the company directly or indirectly holds more than 50% of the voting rights in the enterprise or which it, in some other way, controls.

Enterprises, in which the Parent Company exercises significant influence, but not a controlling influence, are considered as joint ventures. Significant influence is generally achieved by direct or indirect ownership or control of more than 20% and less than 50% of the voting rights.

Joint arrangements are activities or enterprises, in which the Group through cooperation agreements with one or more parties have joint control, where major decisions require unanimity. Joint arrangements are classified as joint ventures or joint operations. Joint operations are where participants have direct rights of assets and direct liability for obligations, whereas, joint ventures are activities where participants alone have rights over the net assets.

The consolidated financial statements are based on the financial statements of the Parent Company and the individual enterprises which are prepared in accordance with the Unicon Group accounting policies. All items of a uniform nature are combined. Intra-group income, costs and intra-group financial statements, shareholdings and dividends are eliminated. Furthermore, unrealised gains and losses on transactions between the consolidated companies are eliminated. Unrealised gains on transactions with joint ventures are eliminated in relation to the Group's ownership in the enterprise.

Non-controlling interests
Subsidiaries' items are recognised in the consolidated financial statement by 100%. Non-controlling interests' share of equity is stated separately.

Business combinations
Enterprises acquired or formed during the year are recognised in the consolidated financial statements from the date of acquisition or formation. Enterprises disposed of are recognised in the consolidated income statement until the date of disposal. Comparative figures are not restated for acquisitions and disposals.

On acquisition of subsidiaries, the difference between cost and net asset value of the enterprise acquired is determined at the date of acquisition after the individual assets and liabilities having been adjusted to fair value (the purchase method). This includes allowing for any restructuring provisions determined in relation to the enterprise acquired. Any remaining positive differences are recognised in intangible assets in the balance sheet as goodwill, which is amortised in the income statement on a straight-line basis over its estimated useful life, but not exceeding 20 years. Any remaining negative differences are recognised in deferred income in the balance sheet as negative goodwill. Amounts attributable to expected losses or expenses are recognised as income in the income statement as the affairs and conditions to which the amounts relate materialise.

Any negative goodwill not related to expected losses or expenses is recognised at an amount equal to the fair value of non-monetary assets in the income statement over the average useful life of the non-monetary assets. Positive and negative differences from enterprises acquired may, due to changes to the recognition and measurement of net assets, be adjusted until the end of the financial year following the year of acquisition. These adjustments are also reflected in the value of goodwill or negative goodwill, including in depreciation already made.

The booked value method is applied to transfers between Group companies (common controlled transactions), according to which assets and liabilities are transferred at their carrying amount plus Group goodwill and negative goodwill, which is restated in equity.

When enterprises are sold, the difference between the selling price and the net assets plus cumulative translation differences and unamortised goodwill is recognised in the income statement as a separate item.

Foreign currency translation
Transactions in foreign currencies are translated at the exchange rate of the date of transaction. Any foreign exchange variances between the rates at the transaction date and the payment date are stated in the income statement as financial items.

Monetary assets and liabilities in foreign currencies are translated at the exchange rates at the balance sheet date. Any foreign exchange variances between the rates at the transaction date and the payment date or the balance sheet date, respectively, are stated in the income statement as financial items.

Non-monetary assets and liabilities in foreign currencies are stated at the rate of exchange at the date of transaction.

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

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

On full or partial disposal of a foreign operation or on repayment of balances which constitute part of the net investment in the foreign operation, the share of the cumulative amount of the exchange differences recognised directly in equity relating to that foreign operation is recognised in the income statement when the gain or loss on disposal is recognised.

An average exchange rate is used if it does not significantly deviate from the exchange rate ruling at the transaction date.

The assets and liabilities of a foreign company acquired are translated at the exchange rate at the date of transaction (acquisition date).

Income statement

The annual report is classified by function.

Revenue
Revenue is recognised in the income statement on delivery and passing of the risk to the buyer and when the income can be measured reliably and is expected to be received.

Revenue is measured at fair value of the consideration agreed excl. VAT charged on account of third party. All kinds of discounts are recognised in Revenue.

Trade receivables recognised as services delivered are invoiced to the customer and are not adjusted for any financing components as credit terms are short – typically between 20 to 45 days – and the financing component therefore insignificant.

Cost of sales
Cost of sales comprises of raw materials, consumables, direct labour costs and indirect production costs such as maintenance, depreciation and operation of production plant as well as administration and plant management.

Sales and distribution costs
Sales and distribution costs comprise direct distribution and marketing costs, salaries for the sales and marketing functions, depreciation as well as other indirect costs.

Administrative expenses
Administrative costs comprise the costs of the year for management and administration of the company, including costs for administrative staff and management, offices, office expenses and depreciation.

Other operating income and costs
Other operating income and costs comprise items of a secondary nature in relation to the activities of the Group, including certain grants, rentals, fees, etc.

Other operating income and costs also comprise profit on disposal of individual assets, land and buildings which are not related to a total disposal of an activity.

Profit/loss from investments in subsidiaries
The proportionate share of the profit/loss after tax of subsidiaries is recognised in the income statement and the financial statements of the Parent Company and after elimination of the proportionate share of intra-group unrealised profits/losses, and deduction of impairment and depreciation of group goodwill.

Profit/loss from investments in joint ventures
The proportionate share of the profit/loss after tax of joint ventures is recognised in the consolidated income statement and after elimination of the proportionate share of intra-group unrealised profits/losses, and deduction of impairment and depreciation of group goodwill. Profit/loss on disposal of joint ventures are presented in the income statement. Costs related to the disposal are recognised in the statement of profit/loss.

Financial items
Interest income and expenses comprise interest, exchange rate gains and losses on securities, debt and transactions in foreign currency and depreciation of financial assets and liabilities as well as surcharges and refunds under the on-account tax scheme, etc. Realised and unrealised gains and losses on derivative financial instruments that are not qualified as hedge accounting are also included.

Tax
Tax for the year comprises current tax and changes in deferred tax.

Current tax comprises tax payable calculated on the basis of the expected taxable income for the year, using the applicable tax rates for the financial year and any adjustment of tax for previous years.

Tax related to changes in shareholders' equity is restated on equity.

Deferred tax is recognised and measured according to the balance sheet liability method on all temporary differences between the carrying amounts for financial reporting purposes and the amounts used for taxation purposes, except differences relating to goodwill not deductible for tax purposes.

Deferred tax is calculated based on the applicable tax rates for the individual financial years. The effect of changes in the tax rates is stated in the income statement unless it relates to items previously entered directly in Shareholders' equity.

Deferred tax assets, including the value of tax loss carry-forwards, are recognised under other fixed assets at the expected value of their utilisation; either as a set-off against tax on future income or as a set-off against deferred tax liabilities in the same legal tax entity and jurisdiction.

Tax assets are presented under other fixed assets as a separate item.

Unicon A/S is jointly taxed with the parent company Aalborg Portland Holding A/S and all Danish enterprises. The current Danish corporation tax is allocated between the jointly taxed Danish companies in proportion to their taxable income.

Balance sheet

Intangible assets
Goodwill
On initial recognition, goodwill is recognised in the balance sheet at cost as described under "Business combinations". Subsequently goodwill is measured at cost less accumulated impairment and depreciation.

Goodwill is amortised over its estimated useful life, which is determined on the basis of management experience in the individual business areas.

- Goodwill. The amortisation period is up to 20 years.

Development projects, patents and other intangible assets
Development projects that are clearly defined and identifiable, where the technical feasibility, sufficient resources and a potential future market or development opportunities in the Company is demonstrated, and where the Company intends to complete, market and use the individual project, are recognised as intangible assets provided that the cost can be measured reliably and that there is sufficient assurance that future earnings or the net selling price can cover production costs, selling and administrative expenses and development costs. Other development costs are recognised in the income statement as incurred.

Intangible assets are measured at cost less accumulated amortisation and impairment.

Cost comprises wages and salaries, depreciation and other costs attributable to the Group's development activities.

Specifically developed software applications with a high degree of company-specific adjustments are considered to have an economic life of up to 15 years.

Following the completion of the development work, development costs are amortised on a straight-line basis over the estimated useful life from the date when the asset is available for use. The depreciation period is:

- Development costs, up to 5 years.
- Software applications, up to 15 years.
- Licences and other rights, up to 20 years.

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

The cost of self-constructed assets comprises direct and indirect costs of materials, components, sub-suppliers, and wages and salaries

Deemed costs for dismantling and disposal of the asset and re-establishment are added to cost if the deemed costs are recognised as a provision. The cost of total assets is split into separate components, which are depreciated separately if the useful lives of the individual components differ.

Financing costs on loans to finance manufacture of property, plant and equipment are included in the cost price if related to the manufacturing period. All other financing costs are recognised in the income statement.

Subsequent costs, e.g. in connection with replacement of components of property, plant and equipment, are recognised in the carrying amount of the asset if it is probable that the costs will result in future economic benefits for the Group. The carrying amount of the replaced components are derecognised in the balance sheet and recognised as an expense in the income statement. All costs incurred for ordinary repairs and maintenance are recognised in the income statement as incurred.

Depreciation is charged on a straight-line basis during the estimated useful life of the asset concerned until it reaches the estimated scrap value.

Estimated useful lives are as follows:

- Buildings, 20 - 40 years
- Plant and machinery, 5 - 25 years
- Other fixtures, tools and equipment, 3 - 10 years
- Leasehold improvements, up to 5 years.

Newly acquired assets and assets of own construction are depreciated from the time they are available for use. Land is not depreciated, unless it is used for raw material extraction after individual assessment.

The basis of depreciation is calculated on the basis of the scrap value less impairment losses. The scrap value is determined at the acquisition date and reassessed annually. If the scrap value exceeds the carrying amount, depreciation is discontinued.

When changing the depreciation period or the scrap value, the effect on the depreciation is recognised prospectively as a change in accounting estimates.

Lease assets and lease liabilities
Unicon Group mainly leases land, trucks, vehicles and office buildings. When entering into a contract, it is assessed whether the contract is a lease or contains a lease component. A lease is defined as a contract or part of a contract that conveys the right to control the use of an identified asset for a period of time in exchange for consideration. When assessing whether a contract contains a lease component, it must be considered whether, during the period of use, the lessee has the right to essentially all economic benefits from the use of the identified asset and the right to direct the use of the identified asset.

A right-of-use asset and a lease liability is recognised at the commencement date.

Unicon Group leases cars including a service component in the payments to the lessor. This service is separated from the lease payment when measuring the lease liability. If it is not possible to separate lease components and non-lease components, it is considered a single lease component.

Lease liabilities recognised as "Credit institutions and interest-bearing liabilities" are initially measured at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, we have used the incremental borrowing rate.

The lease payments consist of fixed and variable lease payments that depend on an index or a rate, guaranteed residual values, purchase options and extension options, if it is reasonably certain to exercise the option and termination penalties, if the lease term reflects our exercising an option to terminate the lease. The lease liability is subsequently adjusted as follows, if:

The value of the index or rate on which the lease payments are based is changed.

- The exercise of options is changed in order to extend or terminate the lease due to significant events or a significant change in circumstances within the Company's control.
- The lease term is changed if the option is exercised in order to extend or terminate the lease.
- Estimated residual value guarantee is changed.
- The contract is renegotiated or modified.

Any subsequent adjustment of the future lease liability is recognised as an adjustment to the right-of-use asset. If the carrying amount of the right-of-use asset is DKK 0, a negative adjustment to the right-of-use asset is, however, recognised in the income statement.

The right-of-use asset is initially measured at cost comprising amount of initial measurement of the lease liability plus any initial direct costs and any estimated costs of dismantling and removal of the asset at the end of the lease term which the Company is under an obligation to incur and any prepaid lease payments and less any lease incentives received.

The right-of-use asset is depreciated over the shorter of the lease term and the useful life of the right-of-use asset.

Short-term leases with a maximum lease term of 12 months and leases for low-value assets are not recognised in the balance sheet.

Impairment of assets

Goodwill and intangible assets with an indefinite useful life are subject to an annual impairment test. The first test is carried out before the end of the acquisition year.

The carrying amount of goodwill is impairment tested at least once a year together with the other non-current assets in the cash-generating unit to which the goodwill is allocated, and an impairment to the recoverable amount is made in the income statement if the carrying amount is higher. The recoverable amount is calculated as the higher of selling price less expected disposal costs and the value in use. The value in use is computed as the present value of the expected future cash flows from the entity of activity (cash-generating unit) to which the goodwill is allocated.

The carrying amount of non-current assets, except for goodwill, intangible assets with an indefinite useful life, deferred tax assets and financial assets, is reviewed each year to determine whether there is any indication of impairment. If any such indication exists, the recoverable amount is estimated. The recoverable amount is the higher value of the asset's selling price less expected disposal costs and its value in use.

An impairment loss is recognised if the carrying amount of an asset or a cash-generating unit exceeds the recoverable amount of the asset or the cash-generating unit.

Impairment of Intangible assets and Property, plant and equipment is charged to the same items as the related depreciation.

Investments in joint ventures
Investments in joint ventures are measured according to the equity method.

Investments in joint ventures are recognised in the balance sheet as the proportionate share of the equity value of the entities stated in accordance with the Group's accounting policies, adding or deducting the proportionate share of unrealised intra-group profits and losses.

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

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

Inventories
Raw materials and consumables are measured at cost. Cost is computed according to the weighted average cost method.

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

The cost of work in progress and finished goods comprise direct production costs with addition of indirect production costs. Indirect production costs include operating costs, maintenance and depreciation of production plant and plant management.

If the net realisable value is lower than cost, write-down is made to this lower value.

Receivables
Receivables are measured at the lower of amortised cost and net realisable value, which corresponds to nominal value less net of impairment losses after individual assessment.

Prepaid expenses
Prepaid expenses are measured at amortised cost.

Equity
Dividends

Dividends are recognised as debt at the time of approval at the annual general meeting (time of declaration). Dividends which are proposed for distribution are therefore stated separately in the shareholders’ equity.

Interim dividends are recognised as debt at the time of decision.

Net revaluation reserve according to the equity method
Net revaluation reserve according to the equity method comprises net revaluation of equity investments in associates in proportion to cost.

Dividends that are expected to be received before the balance sheet date are not tied to the reserve.

Reserves may be eliminated in connection with loss, realisation of equity investments or changes in accounting estimates.

Reserves cannot be recognised at a negative amount.

Pensions, defined contribution schemes
In contribution pension schemes the employer is obliged to pay a specific contribution (e.g. a fixed sum or a fixed percentage of the

pay). In a contribution scheme the risk in respect of future developments in interest rate, inflation, mortality and invalidity is not borne by the Group. Payments by the Group into defined contribution schemes are stated in the income statement for the period to which they apply and any outstanding payments are stated in the balance sheet as Other payables.

Pensions, defined benefit schemes
In benefit pension schemes the employer is obliged to pay a specific benefit (e.g. a retirement pension as a fixed sum or a fixed percentage of final pay). In a benefit scheme the Group bears the risk with regard to future development in interest rate, inflation, mortality and invalidity.

An annual actuarial valuation is carried out to determine the present value of the future benefits to be paid under defined benefit schemes. The present value is calculated on the basis of assumptions for future developments in wage/salary level, interest rates, inflation and mortality. The present value is calculated only for benefits to which the employees have already earned the right during their employment with the Group. The actuarial present value less the fair value of any plan assets is recognised in the balance sheet under retirement benefit obligations.

Differences between the expected growth in pension assets and liabilities and the realised values are classified as actuarial gains or losses. Such gains and losses are recognised in the balance sheet with an offsetting entry on equity.

If a pension plan constitutes a net asset, the asset is only recognised if it represents future refunds from the plan or will lead to reduced future payments to the plan.

Similarly, other long-term employee benefits are recognised based on an actuarial calculation. However, actuarial gains and losses are recognised in the income statement immediately. Other long-term employee benefits include jubilee benefits.

Provisions
Provisions are recognised when, as a result of past events, the Group has a legal or a constructive obligation and it is probable that there may be an outflow of resources embodying economic benefits to settle the obligation.

When measuring provisions, deemed costs are discounted. When the Group has a legal obligation to dismantle or remove an asset or restore the site on which the asset is located, a provision is recognised corresponding to the present value of expected future costs.

Provisions relating to obligations relate to guarantee work, severance costs, re-establishment of gravel pits, demolition liabilities for buildings and silos on rented land, etc.

Provisions are measured as the best estimate of the expenses required to settle the obligation at the balance sheet date.

On measurement of provisions, the costs required to settle the liability are discounted if the effect is material to the measurement of the liability. A pre-tax discount factor is used that reflects the current market interest rate level plus risks specific to the liability. Changes in present values during the year are recognised as financial expenses.

To the extent that at the end of the year further minor supplies etc. for completion of an order are outstanding, accounting provisions are made. Outstanding supplies, for which price and volumes have been agreed upon, are recognised as liabilities. The rest of the reserved amount is allocated to provisions. The provision covers the expected cost of its own completion, subsequent warranty supplies and unsettled claims from customers or sub-suppliers.

Financial liabilities
Amounts owed to credit institutions are recognised when raising the loan at the proceeds received less transaction costs. Subsequent measurement is made at amortised cost so that the difference between the proceeds and the nominal value is recognised in the income statement during the term of the loan.

Other payables consist of holiday pay obligations, supplementary holiday pay, taxes and levies and interest payable. Other payables are recognised at amortised cost prices, usually corresponding to the nominal value.

Cash flow statement

The cash flow statement for the Group is presented according to the indirect method and shows the composition of the cash flow divided into operating, investing and financing activities, respectively, and the cash funds at the beginning and end of the year.

The cash flow statement is based on earnings before depreciation, impairment, provisions, interest and tax (EBITDA).

In the statement of working capital/loans a distinction is made between interest-bearing and non-interest-bearing items plus cash funds.

- Cash funds consist of cash in hand and bank deposits.

- Loans represent total interest-bearing debt items less interest-bearing receivables.
- All other non-interest-bearing receivables and debt items are regarded as working capital.

Cash flows from operating activities are stated as the year’s profit adjusted for non-cash operating items, changes in working capital, financial items and paid tax.

Cash flows from investing activities comprise payments made in connection with the acquisition and disposal of property, plant and equipment.

To the extent that enterprises or joint ventures buy-back treasury shares, this is regarded as disposal of securities and is thus included as a reduction of cash flows from investing activities, and not as the dividends as cash flows from operating activities.

Cash flows from financing activities comprise payments to and contributions from owners as well as the raising and repayment of loans.

Notes		2020 DKK '000	2019 DKK '000
	Revenue	1,068,851	1,036,813
1	Cost of sales	649,340	646,540
	Gross profit	**419,511**	**390,273**
1	Sales and distribution costs	254,389	250,670
1	Administrative expenses and other costs	74,187	78,148
	Profit from ordinary operating activities	**90,935**	**61,455**
2	Other operating income	3,720	4,854
2	Other operating costs	2,138	0
	Earnings before interest and tax (EBIT)	**92,517**	**66,309**
3	Share of profit after tax, enterprises	34,472	39,420
4	Share of profit after tax, joint ventures	2,348	1,064
5	Financial income	325	837
5	Financial expenses	8,346	3,917
	Earnings before tax (EBT)	**121,316**	**103,713**
6	Tax on profit for the year	20,246	15,635
	Profit for the year	**101,070**	**88,078**
	Proposed distribution of profit		
7	Transfer to next year	13,722	-12,986
	Net revaluation according to the equity method	2,348	1,064
	Proposed dividends for the financial year	85,000	100,000
		101,070	**88,078**

Notes	ASSETS	2020 DKK '000	2019 DKK '000
	Fixed assets		
	Goodwill	29,832	37,263
	Other intangible assets	16,462	24,870
8	**Intangible assets**	**46,294**	**62,133**
	Land and buildings	100,750	105,718
	Plant and machinery	133,204	132,688
	Fixtures, tools and equipment	3,733	4,198
	Tangible assets in course of construction	1,148	3,634
	Right-of-use assets	130,737	126,644
9	**Property, plant and equipment**	**369,572**	**372,882**
3	Investments in subsidiaries	211,697	200,221
4	Investments in joint ventures	21,997	21,203
	Fixed asset investments	**233,694**	**221,424**
	Total fixed assets	**649,560**	**656,439**
	Current assets		
	Raw materials and consumables	17,863	16,754
10	**Inventories**	**17,863**	**16,754**
	Trade receivables	82,182	83,072
	Receivables from group enterprises	116,419	139,305
	Other receivables	512	1,504
	Prepayments	111	532
11	**Receivables**	**199,224**	**224,413**
	Cash funds	**53**	**59**
	Total current assets	**217,140**	**241,226**
	TOTAL ASSETS	**866,700**	**897,665**

Notes	EQUITY AND LIABILITIES	2020 DKK '000	2019 DKK '000
	Shareholders' equity		
	Share capital	150,000	150,000
	Reserve for net revaluation according to the equity method	20,969	20,175
	Retained earnings	233,172	219,525
	Proposed dividends for the financial year	85,000	100,000
	Total shareholders' equity	**489,141**	**489,700**
	Provisions		
12	Deferred tax liabilities	8,492	7,665
13	Other provisions	5,180	4,018
	Total provisions	**13,672**	**11,683**
	Liabilities		
	Credit institutions, etc.	103,246	101,149
14	**Non-current liabilities**	**103,246**	**101,149**
	Credit institutions, etc.	28,281	25,930
	Trade payables	112,753	96,927
	Payables to group enterprises	19,745	104,287
	Joint taxation contribution payable	21,185	15,484
15	Other payables	78,677	52,505
	Current liabilities	**260,641**	**295,133**
	Total liabilities	**363,887**	**396,282**
	TOTAL EQUITY AND LIABILITIES	**866,700**	**897,665**

16 Contingent liabilities
17 Fee to the auditors appointed by the Annual General Meeting
18 Related party transactions
19 Financial risks and instruments
20 Post-balance sheet events
21 Accounting policies

DKK '000	Share capital	Reserve for net revaluation according to the equity method	Retained earnings	Proposed dividends for the financial year	**Total**
Shareholders' equity 1 January 2019	**150,000**	**18,881**	**240,187**	**80,000**	**489,068**
Exchange rate adjustments		230	-572		-342
Equity movements in subsidiaries			-7,104		-7,104
Reserve according to equity method		1,064	-1,064		0
Profit for the year			88,078		88,078
Movement for the year at the equity	**0**	**1,294**	**79,338**	**0**	**80,632**
Dividend paid				-80,000	-80,000
Proposed dividends for the financial year			-100,000	100,000	0
Shareholders' equity at 31 December 2019	**150,000**	**20,175**	**219,525**	**100,000**	**489,700**
Exchange rate adjustments		-1,554	400		-1,154
Equity movements in subsidiaries			-475		-475
Reserve according to equity method		2,348	-2,348		0
Profit for the year			101,070		101,070
Movement for the year at the equity	**0**	**794**	**98,647**	**0**	**99,441**
Dividend paid				-100,000	-100,000
Proposed dividends for the financial year			-85,000	85,000	0
Shareholders' equity at 31 December 2020	**150,000**	**20,969**	**233,172**	**85,000**	**489,141**

The consolidated share capital consists of shares of nominal DKK 1,000 or multiples of these.

		2020 DKK '000	2019 DKK '000
1	**Staff costs**		
	Wages and salaries	202,100	198,478
	Pension contributions	17,472	18,079
	Social security contributions	3,259	3,662
		222,831	**220,219**
	Average number of full-time employees	353	365

Remuneration to the board of directors amounted to DKK 0.1m in 2020 and 2019. In 2020 and 2019, remuneration to the management is paid via management fee to Aalborg Portland Holding A/S. It is not possible to specify the remuneration to the management. Thus no salaries are paid to the management by Unicon A/S in 2020 and 2019.

		2020 DKK '000	2019 DKK '000
2	**Other operating income and other operating costs**		
	Other operating income		
	Rental income	850	780
	Profit from sale of fixed assets	2,550	3,329
	Other income	320	745
		3,720	**4,854**
	Other operating costs		
	Loss from sale of fixed assets	2,138	0
		2,138	**0**

		Investments in subsidiaries	Investments in subsidiaries
3	**Investments in subsidiaries**		
	Cost at 1 January	228,629	228,432
	Exchange rate and other adjustments	-8,274	197
	Cost at 31 December	**220,355**	**228,629**
	Adjustments at 1 January	-28,408	-13,715
	Exchange rate adjustments	9,018	-848
	Profit after tax	34,472	39,420
	Equity movements in subsidiaries	-475	-7,104
	Dividend received	-23,265	-46,161
	Adjustments at 31 December	**-8,658**	**-28,408**
	Carrying amount at 31 December	**211,697**	**200,221**

Investments in subsidiaries

	Shareholders' equity DKK '000	Ownership interest %	Unicon's share of profit before tax DKK '000	Unicon's share of profit after tax DKK '000	Unicon's share of shareholders' equity DKK '000
- Unicon AS, Norway	103,921	100	8,754	10,142	103,908
- AB Sydsten, Sweden	181,902	50	25,046	19,804	90,951
- Kudsk & Dahl A/S, Denmark	16,838	100	6,401	4,990	16,838
Amortisation, goodwill			-465	-464	
			39,736	**34,472**	**211,697**

	2020 DKK '000	2019 DKK '000

4 Investments in joint ventures

	Investments in joint ventures	Investments in joint ventures
Cost at 1 January	1,028	1,028
Cost at 31 December	**1,028**	**1,028**
Value adjustments at 1 January	20,175	18,881
Exchange rate adjustments	-1,554	230
Profit shares	2,348	1,064
Adjustments at 31 December	**20,969**	**20,175**
Carrying amount at 31 December	**21,997**	**21,203**

	Shareholders' equity DKK '000	Ownership interest %	Unicon's share of profit before tax DKK '000	Unicon's share of profit after tax DKK '000	Unicon's share of shareholders' equity DKK '000
- Ecol-Unicon Sp. z o.o., Poland	44,889	49	2,348	2,348	21,997
			2,348	**2,348**	**21,997**

The voting rights does not differ from the ownership interest held.

5 Financial income and expenses

	2020 DKK '000	2019 DKK '000
Financial income:		
Interest and other financial income	185	311
Interest income, Group enterprises	46	502
Realised exchange rate gains	94	24
	325	**837**
Financial expenses:		
Interest and other financial expenses	1,108	1,095
Interest expenses, Group enterprises	1,612	2,378
Realised exchange rate losses	5,157	291
Unrealised exchange rate losses	469	153
	8,346	**3,917**

6 Tax on profit for the year

	2020 DKK '000	2019 DKK '000
Current tax on the profit for the year	21,185	15,484
Adjustment of deferred tax	827	1,291
Adjustment previous years	-1,766	-1,140
	20,246	**15,635**

		2020 DKK '000	2019 DKK '000
7	**Proposed distribution of profit**		
	Transfer to next year	13,722	-12,986
	Net revaluation according to the equity method	2,348	1,064
	Proposed dividends for the financial year	85,000	100,000
		101,070	**88,078**

8	**Intangible assets**	Goodwill	Goodwill
	Cost at 1 January	176,457	175,894
	Exchange rate and other adjustments	-3,840	563
	Cost at 31 December	**172,617**	**176,457**
	Amortisation at 1 January	139,194	130,703
	Exchange rate	-3,495	485
	Amortisation for the year	7,086	8,006
	Amortisation at 31 December	**142,785**	**139,194**
	Carrying amount at 31 December	**29,832**	**37,263**

Performed impairment tests have supported carrying values.

	Other intangible assets	Other intangible assets
Cost at 1 January	104,957	104,957
Cost at 31 December	**104,957**	**104,957**
Depreciation at 1 January	80,087	71,679
Depreciation for the year	8,408	8,408
Depreciation at 31 December	**88,495**	**80,087**
Carrying amount at 31 December	**16,462**	**24,870**

9	**Property, plant and equipment**	Land and buildings	Land and buildings
	Cost at 1 January	368,144	369,023
	Additions	116	0
	Disposals	-53	-879
	Cost at 31 December	**368,207**	**368,144**
	Depreciation and impairment losses at 1 January	262,426	257,629
	Reversed depreciation on disposals	-53	-879
	Depreciation for the year	5,084	5,676
	Depreciation and impairment losses at 31 December	**267,457**	**262,426**
	Carrying amount at 31 December	**100,750**	**105,718**

		2020 DKK '000	2019 DKK '000
9	**Property, plant and equipment, continued**	Plant and machinery	Plant and machinery
	Cost at 1 January	397,892	408,817
	Additions	20,570	12,337
	Disposals	-16,653	-27,318
	Transfer	1,619	4,056
	Cost at 31 December	**403,428**	**397,892**
	Depreciation and impairment losses at 1 January	265,204	272,861
	Reversed depreciation on disposals	-16,464	-27,318
	Depreciation for the year	21,482	17,426
	Transfer	2	2,235
	Depreciation and impairment losses at 31 December	**270,224**	**265,204**
	Carrying amount at 31 December	**133,204**	**132,688**

	2020	2019
	Other fixtures, tools and equipment	Other fixtures, tools and equipment
Cost at 1 January	93,503	94,040
Additions	-10	959
Disposals	-107	-2,058
Transfer	132	562
Cost at 31 December	**93,518**	**93,503**
Depreciation at 1 January	89,305	90,856
Reversed depreciation on disposals	-107	-2,058
Depreciation for the year	587	507
Depreciation at 31 December	**89,785**	**89,305**
Carrying amount at 31 December	**3,733**	**4,198**

	2020	2019
	Tangible assets in course of construction	Tangible assets in course of construction
Cost at 1 January	3,634	4,843
Additions	1,148	3,408
Decreases	-1,882	0
Transfer	-1,752	-4,617
Cost at 31 December	**1,148**	**3,634**
Carrying amount at 31 December	**1,148**	**3,634**

	2020	2019
	Right-of-use assets	Right-of-use assets
Cost at 1 January	151,017	0
Change in accounting policy, leases	0	125,081
Additions	32,542	27,858
Disposals	-1,947	-1,922
Cost at 31 December	**181,612**	**151,017**
Depreciation and impairment losses at 1 January	24,373	0
Reversed depreciation on disposals	-1,585	-1,727
Depreciation for the year	28,087	28,333
Transfer	0	-2,233
Depreciation and impairment losses at 31 December	**50,875**	**24,373**
Carrying amount at 31 December	**130,737**	**126,644**

9 Property, plant and equipment, continued

	2020 DKK '000	2019 DKK '000
Depreciation, Land and buildings	1,559	1,361
Depreciation, plant and machinery	26,528	26,972
Interest on lease liabilities	862	852
Short-term leases	2,360	1,989
Total amounts recognised in the income statement	**31,309**	**31,174**

10 Inventories

No material impairment has been made during the year and no material inventories are measured at a net realisable value under the actual cost price.

11 Receivables

Receivables with maturity after one year amount to DKK 0.0m (2019: DKK 0.0m).

12 Deferred tax liabilities

	2020 DKK '000	2019 DKK '000
Deferred tax liabilities		
Intangible assets	-955	765
Property, plant and equipment	10,132	7,556
Current assets	58	87
Provisions	-743	-743
Deferred tax liabilities at 31 December	**8,492**	**7,665**

	Deferred tax liabilities DKK '000
The year's changes in deferred tax liabilities	
Deferred tax liabilities at 1 January 2020	7,665
Movements through the income statement	827
Deferred tax liabilities at 31 December 2020	**8,492**

The Parent Company's basis for deferred tax reflects the differences between the carrying amount and the tax value of the Parent Company's assets and liabilities.

The Parent Company's valued tax assets are essentially not subject to time limits.

13 Other provisions

	2020 DKK '000	2019 DKK '000
Other provisions at 1 January	4,018	4,896
Additions	1,270	422
Disposals in the year	-108	-1,300
Other provisions at 31 December	**5,180**	**4,018**

The provisions are mainly related to guarantee work and demolition liabilities for buildings etc.

14 Non-current liabilities

Non-current liabilities falling due later than 5 years after the end of the financial year:

Leases	18,209	21,422
	18,209	**21,422**

15 Other payables

Other payables include due holiday pay, taxes, public duties and interest payable.

16 Contingent liabilities

	2020 DKK '000	2019 DKK '000
Guarantees	**531**	**531**

Lease expenses recognised in the income statement are in accordance with IFRS16, reference is made to note 9.

Unicon A/S is taxed jointly with other Danish companies in the Aalborg Portland Holding Group. As a 100% owned subsidiary, the company is jointly and unlimited liable with the other companies in the joint taxation of Danish corporate taxes within the joint taxation group. Payable corporate taxes in the joint taxation group amounted to DKK 45.8m at 31 December 2020. Any subsequent corrections of the taxable income subject to joint taxation could cause a higher liability of the company.

17 Fee to the auditors appointed at the Annual General Meeting

Total fee to auditors appointed at the Annual General Meeting to be specified as follows:

Statutory audit	451	453
Other services	4	4
	455	**457**

18 Related party transactions

Related parties with significant influence:
Aalborg Portland Holding A/S, Rørdalsvej 44, 9220 Aalborg Øst, owns 100% of the shares in Unicon A/S.
Cementir España S.L., Calle General Yagüe, Num. 13, 28020 Madrid, Spain
Cementir Holding N.V., Zuidplein 36, 1077 XV Amsterdam, Netherlands
Caltagirone S.p.A., Via Barberini, 28, 00187 Rome, Italy

Related parties within Unicon A/S comprise the enterprises' Board of Directors and Management together with family related to these persons.
Furthermore, related parties comprise enterprises in which the above-mentioned persons have significant interests.

Transactions with Aalborg Portland Holding A/S:		
- Intra-group management and administration agreements and royalties	3,367	4,613
- Financial items, net	-210	-251
- Financial receivables	15,173	18,593
- Financial payable	2,345	12,642
Transactions with other related parties:		
- Intra-Group management and administration agreements	2,388	2,277
- Cost of sales	35,980	37,137
- Other operating income	489	483
- Trade receivables	473	52
- Trade payables	309	1,316

19 Financial risks and instruments

The Company has no financial instruments at 31 December 2020.

20 Post-balance sheet events

There have been no post-balance sheet events material to this Annual Report which have not been recognised or mentioned.

21 Accounting policies

Parent Company

The Parent Company's financial statements are prepared in accordance with the Danish Financial Statements Act for large companies in reporting class C, with the adoption of some IFRS standards.

Compared to the accounting policies applied in the consolidated financial statement (see Note 23 to the consolidated financial statements) the Parent Company's accounting policies only deviate in the following items:

Investments in subsidiaries

Investments in subsidiaries are measured according to the equity method.

Investments in subsidiaries are recognised in the balance sheet as the proportionate share of the equity value of the entities stated in accordance with the Group's accounting policies, adding or deducting the proportionate share of unrealised intra-group profits and losses.

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

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