ACO Nordic Group A/S

Thorsvej 9
4100 Ringsted
Denmark

CVR no. 20 30 45 10

Annual report 2020

The annual report was presented and approved at the Company's annual general meeting on

30 June 2021

Søren Walther Olsen
Chairman

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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 ACO Nordic Group 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 operations and financial matters, of the results for the year and of the Group's and the Parent Company's financial position.

We recommend that the annual report be approved at the annual general meeting.

Ringsted, 30 June 2021
Executive Board:

Søren Walther Olsen CEO	David Sanchez Mendez

Board of Directors:

Hans-Julius Ahlmann Chairman	Jens-Uwe Paasch	Hans-Peter Meyer
Søren Walther Olsen	Thomas Heldgaard	Lene Bryde

Independent auditor's report

To the shareholder of ACO Nordic Group A/S

Opinion

We have audited the consolidated financial statements and the parent company financial statements of ACO Nordic Group 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 the parent company financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the 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.

Independent auditor's report

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 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 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.

Independent auditor's report

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 Statements Act. We did not identify any material misstatement of the Management's review.

Copenhagen, 30 June 2021
KPMG
Statsautoriseret Revisionspartnerselskab
CVR no. 25 57 81 98

Klaus Rytz
State Authorised
Public Accountant
mne33205

Management's review

Company details

ACO Nordic Group A/S
Thorsvej 9
DK-4100 Ringsted

CVR no.:	20 30 45 10
Established:	6 January 1958
Registered office:	Ringsted
Financial year:	1 January – 31 December

Board of Directors

Hans-Julius Ahlmann, Chairman
Jens-Uwe Paasch
Hans-Peter Meyer
Søren Walther Olsen
Thomas Heldgaard
Lene Bryde

Executive Board

Søren Walther Olsen, CEO
David Sanchez Mendez

Auditor

KPMG
Statsautoriseret Revisionspartnerselskab
Dampfærgevej 28
DK-2100 København Ø
CVR no. 25 57 81 98

Management's review

Financial highlights for the Group

EUR'000	2020	2019	2018	2017	2016
Key figures					
Revenue	91,442	84,766	84,709	80,658	77,419
Gross profit/loss	29,197	26,621	27,283	26,888	27,120
Operating profit/loss	7,657	3,897	6,124	3,578	6,172
Profit/loss from financial income and expenses	-71	222	-402	609	-535
Profit/loss for the year	5,610	3,281	4,519	3,314	4,257
Total assets	49,932	46,242	46,311	43,488	43,412
Equity	29,329	26,984	26,726	24,563	23,612
Investment in property, plant and equipment	1,080	2,822	2,447	1,447	2,151
Cash flows from operating activities	11,055	6,940	4,387	6,359	4,868
Cash flows from investing activities	-1,143	-2,122	-2,141	-2,822	-2,205
Cash flows from financing activities	-6,647	-3,465	-1,675	-3,864	97
Ratios					
Gross margin	31.93%	31.40%	32.21%	33.34%	35.03%
Return on equity	19.92%	12.20%	17.62%	13.76%	19.06%
Net margin	6.13%	3.90%	5.30%	4.10%	5.50%
Equity ratio	58.73%	58.40%	57.70%	56.50%	54.40%
Average number of full-time employees	347	351	354	347	326

The financial ratios have been calculated as follows:

Gross margin $$\frac{\text{Gross profit/loss} \times 100}{\text{Revenue}}$$

Return on equity $$\frac{\text{Profit/loss from ordinary activities after tax} \times 100}{\text{Average equity}}$$

Net margin $$\frac{\text{Profit/loss for the year} \times 100}{\text{Revenue}}$$

Equity ratio $$\frac{\text{Equity} \times 100}{\text{Total assets}}$$

Management's review

Operating review

The Group's principal activities

The ACO Nordic Group operates on the North European market for construction materials, which comprise drainage solutions and different roofing solutions, including roof guttering solutions for private homes and industrial properties. The activities also include windows and doors.

ACO Nordic Group A/S owns three companies in Denmark: ACO Nordic A/S, Plastmo A/S and Hvidbjerg I A/S, as well as several foreign subsidiaries.

The primary activities of ACO Nordic Group A/S are to provide strategic leadership and other shared services (including IT and Finance) to all subsidiaries in the Nordic and Baltic geographical areas.

Uncertainty regarding recognition and measurement

The valuation of assets and liabilities is made in accordance with current accounting policies, and Management believes that no uncertainty is related to recognition and measurement.

Unusual circumstances

There have been no unusual circumstances affecting recognition and measurement in the financial year 2020.

Events after the balance sheet date

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

Profit/loss for the year (including comparison with forecasts previously announced)

The Company's income statement for 2020 shows a profit of EUR'000 5,610 as against EUR'000 3,281 in 2019. Equity in the Company's balance sheet at 31 December 2020 stood at EUR'000 29,329 as against EUR'000 26,984 at 31 December 2019.

Outlook

The beginning of 2021 it has bee characterized by a sudden increase on raw material prices as well as an scarcity of them due to an strong demand pull, from projects that were postponed during the 2020 COVID-19 restrictions, and have been restarted at once.

The expectation is that the supply chain distress progressively gets stabilized through the rest of 2021 as demand and supply rebalance. The travel limitations are still marking the household spending distribution in Nordics in 2021, deriving a significant budget to residential building renovations, helping our business in this segment.

However, 2020 result was marked also by strict cost containment measures and the limitations to travel and visit customers, reducing significantly the Operating Expenses. 2021 is expected to generate a similar level of turnover than in the previous year, but as travelling and customer visits restart thanks to the progress of vaccination and removal of the anti-virus restrictions, expenditures will also increase, providing a profit that although satisfactory, will be lesser than on 2020.

Management's review

Operating review

Intellectual capital

The individual core business areas manage their product development in which appropriate experience and business opportunities are shared. Also, the Group offers staff training programmes to strengthen both professional and personal qualifications.

Particular risks

Operating risks

The group is affected by fluctuations in the purchase price of raw materials, especially polyvinyl chloride, zinc and stainless steel.

Because of recent years' significant fluctuations in raw material prices, it has become difficult to secure favourable agreements over a longer period of time.

Exchange rate exposure

The group is affected by fluctuations in exchange rates in relations to trading and net investments in foreign currencies. The risk is managed by way of selective hedging.

Interest rate risk

The Group's interest-bearing short-term debt is hedged to avoid any uncertainties regarding future interest rate liabilities. The risk is hedged by way of interest rate swaps.

In general, the Group's interest-bearing short-term debt carries a floating interest rate, which means that the interest rate remains unlocked for 12 months. In return, this means that the Group's interest expenses will decrease when the interest rate declines.

Credit risks

The Group has large, individual customers in several countries. Any changes in the business relationship with the customers will have an impact on the Group's earnings. Credit insurance has been taken in relation to all of these customers.

Corporate social responsibility

Regarding all information about corporate social responsibility please refer to the respective report published on the website of the entity:

https://www.aco.dk/fileadmin/standard/aco-nordic/documents/ACO_Nordic_Group_AS_GRI_report_2020.pdf?fileVersion=1621943014

Management's review

Operating review

Goals and policies for the underrepresented gender

On behalf of the group, the Board of Directors of ACO Nordic Group A/S has decided on the following policies on and targets for the underrepresented gender in executive positions.

When new members are appointed to the individual board of directors of the ACO Nordic Group, the emphasis is placed on qualifications, international experience and diversity. The Group's target is to increase the number of female board members representing at least 1/3 over four years until 2024.

The Groups target figure for distribution by gender at board level is partially achieved. During 2020 a female was elected as member of the board. Management expects to achieve the target before the end of 2021, as the future composition of the board of directors are prioritised.

It is the Group's policy to increase the number of women at the other management levels of the Group; consisting of the corporate management team and the Danish management group. However, the candidates are selected based on an overall assessment of who is best suited for running and managing the Group, thus achieving its strategic and economic goals.

Management has found no need to change the managerial mix of the two groups, but the policy has been integrated into the work of management.

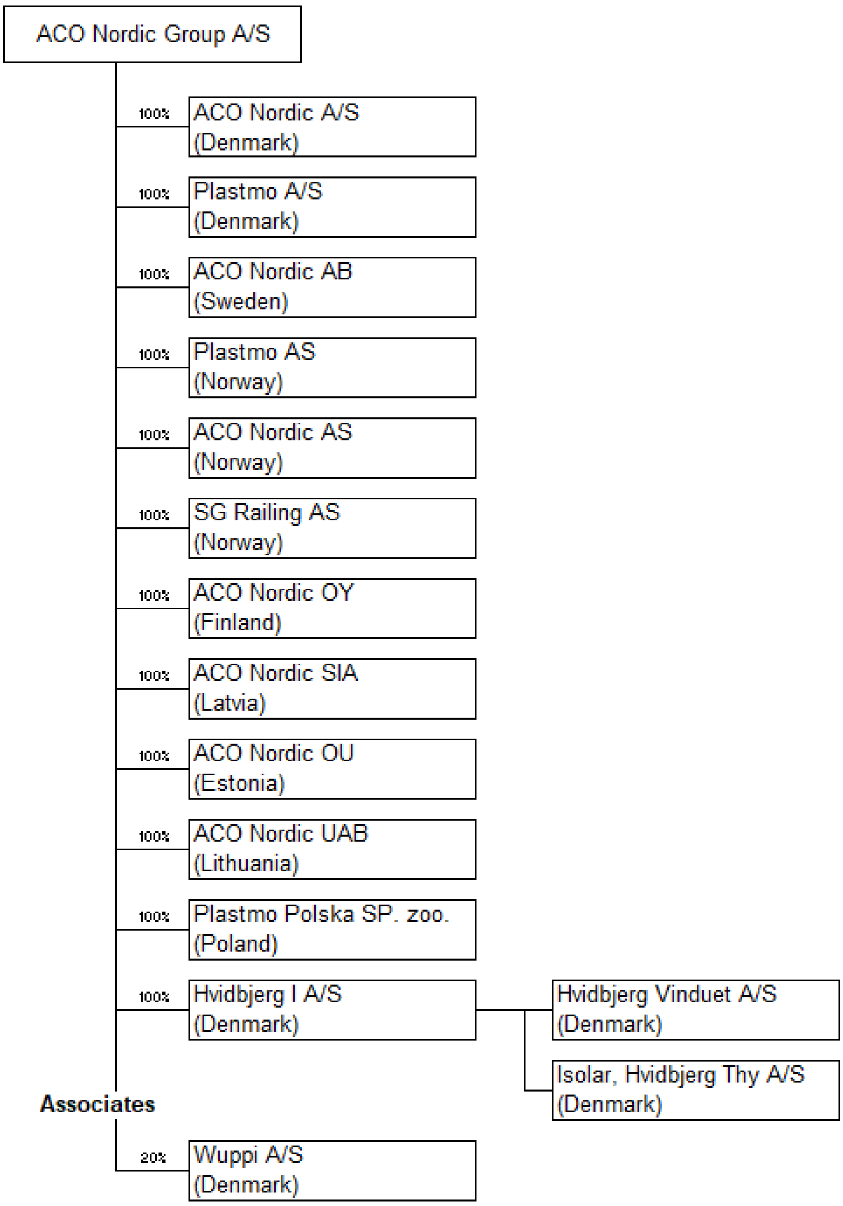
Management has published a more detailed description of it's statutory report on the underrepresented gender on the Company's website at the following address.
https://www.aco.dk/fileadmin/standard/aco-nordic/documents/ACO_Nordic_Group_AS_GRI_report_2020.pdf?fileVersion=1621943014

Management's review

Operating review

Group relations

The ownership structure of ACO Nordic Group is:



The group financial statements are included in the consolidated financial statement if ACO Severin Ahlmann GmbH & Co. KG, Büdselsdorf, Germany.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Income statement

		Group		Parent Company	
EUR'000	Note	2020	2019	2020	2019
Revenue	2	91,442	84,766	0	0
Production costs	3, 4	-62,245	-58,145	0	0
Gross profit		29,197	26,621	0	0
Distribution costs	3, 4	-14,383	-14,968	0	0
Administrative expenses	3, 4	-7,157	-7,756	-1,188	-1,514
Operating profit/loss		7,657	3,897	-1,188	-1,514
Other operating income		616	463	1,446	1,477
Other operating costs		-980	-886	-708	-657
Profit/loss before financial income and expenses		7,293	3,474	-450	-694
Income from equity investments in group entities		0	0	6,159	3,493
Other financial income	5	580	694	73	237
Other financial expenses	6	-651	-472	-251	-187
Profit before tax		7,222	3,696	5,531	2,849
Tax on profit for the year	7	-1,612	-415	79	432
Profit for the year	8	5,610	3,281	5,610	3,281

Consolidated financial statements and parent company financial statements 1 January – 31 December

Balance sheet

		Group		Parent Company	
EUR'000	Note	2020	2019	2020	2019
ASSETS					
Fixed assets					
Intangible assets	9				
Completed development projects		930	722	699	723
Acquired intangible assets		82	64	0	0
Goodwill		1,009	1,144	1,009	1,144
		2,021	1,930	1,708	1,867
Property, plant and equipment	10				
Land and buildings		2,433	2,518	1,142	1,123
Fixtures and fittings, tools and equipment		5,584	6,394	104	119
Property, plant and equipment in progress		160	346	77	301
		8,177	9,258	1,323	1,543
Investments	11				
Equity investments in group entities		0	0	22,644	24,626
Participating interests		14	14	14	14
Receivables from group entities		3,684	5,227	4,535	4,596
Other receivables		178	200	0	0
		3,876	5,441	27,193	29,236
Total fixed assets		14,074	16,629	30,224	32,646

Consolidated financial statements and parent company financial statements 1 January – 31 December

Balance sheet

		Group		Parent Company	
EUR'000	Note	2020	2019	2020	2019
Current assets					
Inventories					
Raw materials and consumables		2,234	2,242	0	0
Work in progress		84	146	0	0
Finished goods and goods for resale		6,544	6,319	0	0
		8,862	8,707	0	0
Receivables					
Trade receivables		18,205	14,558	3	4
Receivables from group entities		174	121	750	883
Other receivables		716	1,231	64	242
Deferred tax asset	12	1,368	1,438	1,530	1,700
Prepayments	13	186	476	127	154
		20,649	17,824	2,474	2,983
Cash at bank and in hand		6,347	3,082	5,035	2,997
Total current assets		35,858	29,613	7,509	5,980
TOTAL ASSETS		49,932	46,242	37,733	38,626

Consolidated financial statements and parent company financial statements 1 January – 31 December

Balance sheet

		Group		Parent Company	
EUR'000	Note	2020	2019	2020	2019
EQUITY AND LIABILITIES					
Equity					
Contributed capital		7,545	7,545	7,545	7,545
Reserve for net revaluation under equity method		0	0	5,737	7,329
Retained earnings		16,534	16,039	10,797	8,710
Proposed dividends for the financial year		5,250	3,400	5,250	3,400
Total equity		29,329	26,984	29,329	26,984
Provisions					
Other provisions	14	1,064	196	0	0
Total provisions		1,064	196	0	0

Consolidated financial statements and parent company financial statements 1 January – 31 December

Balance sheet

		Group		Parent Company	
EUR'000	Note	2020	2019	2020	2019
Liabilities other than provisions					
Non-current liabilities other than provisions	15				
Bank loans and overdrafts		0	77	0	0
Mortgage loans		2,480	3,017	2,099	2,599
Other payables		729	373	220	201
		3,209	3,467	2,319	2,800
Current liabilities other than provisions					
Mortgage loans	15	551	548	512	511
Bank loans and overdrafts		77	4,256	0	2,170
Prepayments received from customers		7	2	0	0
Trade payables		2,401	1,886	100	165
Payables to group entities		2,841	2,357	4,804	5,494
Other payables		10,453	6,546	669	502
		16,330	15,595	6,085	8,842
Total liabilities other than provisions		19,539	19,062	8,404	11,642
TOTAL EQUITY AND LIABILITIES		49,932	46,242	37,733	38,626

Fees to auditor appointed at the general meeting	16
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Consolidated financial statements and parent company financial statements 1 January – 31 December

Statement of changes in equity

	Group			
EUR'000	Contributed capital	Retained earnings	Proposed dividends for the financial year	Total
Equity at 1 January 2020	7,545	16,039	3,400	26,984
Ordinary dividends paid	0	0	-3,400	-3,400
Exchange adjustment	0	167	0	167
Transferred over the profit appropriation	0	360	5,250	5,610
Tax on other equity movements	0	9	0	9
Fair value adjustment of hedging instruments	0	-41	0	-41
Equity at 31 December 2020	7,545	16,534	5,250	29,329

	Parent Company				
EUR'000	Contributed capital	Reserve for net revaluation under equity method	Retained earnings	Proposed dividends for the financial year	Total
Equity at 1 January 2020	7,545	7,329	8,710	3,400	26,984
Ordinary dividends paid	0	0	0	-3,400	-3,400
Exchange adjustment	0	90	77	0	167
Transferred over the profit appropriation	0	6,159	-5,799	5,250	5,610
Tax on other equity movements	0	0	9	0	9
Fair value adjustment of hedging instruments	0	0	-41	0	-41
Dividends from group enterprises	0	-7,841	7,841	0	0
Equity at 31 December 2020	7,545	5,737	10,797	5,250	29,329

Consolidated financial statements and parent company financial statements 1 January – 31 December

Cash flow statement

EUR'000	Note	Group 2020	Group 2019
Profit for the year		5,610	3,281
Other adjustments of non-cash operating items	20	2,584	138
Depreciation, amortisation and impairment losses		2,176	2,057
Cash flows from operations before changes in working capital		10,370	5,476
Changes in working capital	21	1,163	1,680
Cash flows from ordinary activities		11,533	7,156
Interest income received		330	694
Interest expense paid		-353	-472
Corporation tax paid		-455	-438
Cash flows from operating activities		11,055	6,940
Acquisition of intangible assets		-587	-230
Acquisition of property, plant and equipment		-1,080	-2,822
Disposal of property, plant and equipment		524	930
Cash flows from investing activities		-1,143	-2,122
Repayment of non-current mortgage debt and bank loans		-537	-853
Repayment of debt to credit institutions		-4,253	2,156
Repayment of receivabels from group entities and associates		1,543	-916
Increase of receivables to group entities and associates		0	-852
Dividends distributed		-3,400	-3,000
Cash flows from financing activities		-6,647	-3,465
Cash flows for the year		3,265	1,353
Cash and cash equivalents at the beginning of the year		3,082	1,729
Cash and cash equivalents at year-end		6,347	3,082

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies

The annual report of ACO Nordic Group A/S for 2020 has been prepared in accordance with the provisions applying to reporting class C large entities under the Danish Financial Statements Act.

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

The consolidated and annual report for 2020 have been presented in EUR'000.

Few reclassifications have been made in the comparison figures to comply with the current year presenation.

Recognition and measurement

Assets are recognised in the balance sheet when it is probable as a result of a prior event that future economic benefits will flow to the Group, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when the Group has a legal or constructive obligation as a result of a prior event, and it is probable that the future economic benefits will flow out of the Group, and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Measurement subsequent to initial recognition is effected as described below for each financial statement item.

Anticipated riks and losses that arise before the time of presentation of the annual report that confirm or invalidate affairs and conditions existing at the balance sheet date are considered at recognition and measurement.

Income is recognised in the income statement when earned, whereas costs are recognised by the amounts attributable to the financial year.

Consolidated financial statements

The consolidated financial statements comprise the Parent Company and subsidiaries in which directly or indirectly holds more than 50% of the votes or in some other way exercises control over. Entities in which the Group holds between 20% and 50% of the votes and exercises significant influence but not control are considered associates. A group chart is included on page 12.

On consolidation, intra-group income and expenses, shareholdings, intra-group balances and dividends and realised and unrealised gains and losses on intra-group transactions are eliminated.

Investments in subsidiaries are set off against the proportionate share of subsidiaries' fair value of net assets and liabilities at the date of acquisition.

Basis of consolidation

The consolidated financial statements are prepared on the basis of the financial statements of the Parent and its subsidiaries. The consolidated financial statements are prepared be combining uniform items. On consolidation, intra-group income and expense, intra-group accounts and dividends as well as profits and losses on transactions between the consolidated entities are eliminated. The financial statements used for consolidation have been prepared applying the Group's accounting policies.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Subsidiaries' financial statement items are recognised in full in the consolidated financial statements. Minority interests' pro rata shares of the profit/loss and the net assets are disclosed as seperate items in the income statements and the balance sheet, respectively.

Investments in subsidiaries are offset at the pro rata share of such subsidiaries' net assets at the takeover date, with net assets having been calculated at fair value.

Business combinations

When acquiring new entities, the purchase method is applied under which identifiable assets and liabilities are measured at fair value at the date of acquisition. Restructuring costs recognised in the acquirer at the acquisition date that are not a part of the acquisition are included in the pre-acquisition balance sheet and thus the determination of goodwill. Restructuring that is adopted after the acquisition is recognised in the income statement. The tax effect of revaluations is recognised as deferred tax.

Positive differences (goodwill) between cost and the fair value of identifiable assets and liabilities acquired, including restructuring provisions, are recognised as intangible assets and amortised systematically in the income statement based on an individual assessment of the useful life. Negative goodwill is recognised as income in the income statement at the acquisition date when the usual conditions for recognition of income are met.

Goodwill and negative goodwill from acquired entities may be adjusted until 12 months after the acquisition date.

Newly acquired or newly established entities are recognised in the consolidated financial statements at the date of acquisition or establishment. Divested or wound-up entities are recognised in the consolidated income statement up to the date of divestment or winding-up. Comparative figures are not restated to reflect acquisitions, divestments or windings-up.

The pruchase method is applied at the acquisition of new enterprises, under which identifiable assets and liabilities of these enterprises are measured at fair falue at the acquisition date. On acquisition of enterprises, provisions are made for costs relating to decided and published restructurings in the acquired enterprise. Allowance is made for the tax effect of restatements.

Gains or losses on the divestment of subsidiaries and associates are calculated as the difference between the sales amount and the carrying amount of net assets at the date of disposal, including non-amortised goodwill and projected costs of divestment or winding-up.

Foreign currency translation

On initial recognition, transactions denominated in foreign currencies are translated at the exchange rates at the transaction date. Foreign exchange differences arising between the exchange rates at the transaction date and the date of payment are recognised in the income statement as financial income or financial expenses.

Receivables, payables and other monetary items denominated in foreign currencies are translated at the exchange rates at the balance sheet date. The difference between the exchange rates at the balance sheet date and the date at which the receivable or payable arose or was recognised in the latest financial statements is recognised in the income statement as financial income or financial expenses.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Upon recognition of foreign subsidiaries and associates that are independent entities, the income statements are translated into Danish kroner at average exchange rates for the month, and balance sheet items are translated at the exchange rates at the balance sheet date. Foreign exchange differences arising upon translation of foreign subsidiaries' opening equity and results at the exchange rates at the balance sheet date are recognised directly in equity.

Foreign exchange adjustments of balances with independent foreign subsidiaries considered part of the total investment in the subsidiary are recognised directly in equity. Similarly, foreign exchange gains and losses on loans and derivative financial instruments taken out for the purpose of hedging investments in foreign subsidiaries are recognised directly in equity.

Upon recognition of foreign subsidiaries that are integrated entities, monetary items are translated at the exchange rates at the balance sheet date. Non-monetary items are translated at the exchange rates at the date of acquisition or the date of subsequent revaluations of the asset. Income statement items are translated at the exchange rates at the transaction date, whereas items derived from non-monetary items are translated at historical exchange rates for the non-monetary item.

Income statement

Revenue

Income from the sale of goods, is recognised in revenue when delivery and transfer of risk to the buyer have taken place, and the income may be measured reliably and is expected to be received. The date of transfer of the most significant benefits and risks is determined using standard Incoterms ® 2020.

Revenue is measured at the fair value of the agreed consideration excluding VAT and taxes charged on behalf of third parties. All discounts granted are recognised in revenue.

Production costs

Production costs comprise costs, including depreciation, amortisation, wages and salaries, incurred to generate revenue for the year. Commercial entities recognise their cost of sales, whereas production entities recognise production costs incurred to generate revenue for the year. Such costs include direct and indirect costs for raw materials and consumables, wages and salaries, rent and leases and depreciation of production plant.

Distribution costs

Distribution costs comprise costs incurred to distribute goods sold during the year and to conduct sales campaigns, etc., including costs relating to sales staff, advertising and exhibitions as well as depreciation.

Administrative expenses

Administrative expenses comprise expenses incurred during the year for management and administration of the Group, including expenses for administrative staff, management, office premises, office expenses and depreciation.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Other operating income

Other operating income comprises items secondary to the activities of the Group, including gains on the disposal of intangible assets and property, plant and equipment.

Other operating costs

Other operating costs comprise items secondary to the activities of the Group, including losses on the disposal of intangible assets and property, plant and equipment.

Income from equity investments in group entities

The proportionate share of the individual subsidiaries' profit/loss after tax is recognised in the Group's and the Parent Company's income statement after full elimination of intra-group gains/losses.

Financial income and expenses

Financial income and expenses comprise interest income and expense, financial costs regarding payables and transactions denominated in foreign currencies, amortisation of financial assets and liabilities as well as surcharges and refunds under the on-account tax scheme, etc.

Tax on profit/loss for the year

The Parent Company is subject to the Danish rules on compulsory joint taxation of the Group's Danish subsidiaries. The subsidiaries are included in the joint taxation from the date when they are included in the consolidated financial statements and up to the date when they are excluded from the consolidation.

The Parent Company is the administrative company for the joint taxation and accordingly settles all payments of corporation tax to the tax authorities.

On payment of joint taxation contributions, current Danish corporation tax is allocated between the jointly taxed entities in proportion to their taxable income. Entities with tax losses receive joint taxation contributions from entities that have used the losses to reduce their own taxable profit.

Tax for the year comprises current corporation tax for the year and changes in deferred tax, including changes in tax rates. The tax expense relating to the profit/loss for the year is recognised in the income statement, and the tax expense relating to amounts directly recognised in equity is recognised directly in equity.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 **Accounting policies (continued)**

Balance sheet

Intangible assets

Development projects

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

Development costs comprise costs, wages, salaries and amortisation directly and indirectly attributable to development activities.

Indirect production costs in the form of indirectly attributable staff costs and amortisation of intangible assets and depreciation on property, plant and equipment used in the development process are recognised in cost based in time spent on each project.

Completed development projects are amortised on a straight-line basis using the estimated useful lives of the assets. The amortisation period is five years. For development projects protected by intellectual property rights, the maximum amortization period is the remaining duration of the relevant rights. Development projects are written down to the lower of recoverable amount and carrying amount.

Acquired intangible assets

Intangible property rights etc comprise completed development projects completed and in progress with related intangible property rights, intangible property rights and prepayments for intangible assets.

Intellectual property rights acquired are measured at cost less accumulated amortisation. Patens are amortised over their remaining duration, and licenses are amortised over the term of the agreement, but over no more than 20 years.

Intellectual property rights etc are written down to the lower of recoverable amount and carrying amount.

Goodwill

Goodwill is amortised on a straight-line basis over the estimated useful life determined on the basis of Management's experience within the individual business areas. The amortisation period is usually five to ten years, however, in certain cases it may be up to 20 years for strategically acquired enterprises with a strong market position and a long-term earnings profile if the longer amortisation period is considered to give a better reflection of the benefit from the relevant resources.

Goodwill is witten down to the lower of recoverable amount and carrying amount.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Property, plant and equipment

Land and buildings, and fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost comprises the purchase price and any costs directly attributable to the acquisition until the date on which the asset is available for use. Indirect production costs in the form of indirectly attributable staff costs and amortisation of intangible assets and depreciation on property, plant and equipment used in the development process are recognised in cost based in time spent on each project.

Where individual components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items, which are depreciated separately.

The basis of depreciation is cost less any projected residual value after the end of the useful life. Depreciation is provided on a straight-line basis over the estimated useful life. The estimated useful lives are as follows:

Land and buildings	20-50 years
Fixtures and fittings, tools and equipment	5 years

The useful life and residual value are reassessed annually. Changes are treated as accounting estimates, and the effect on depreciation is recognised prospectively.

Depreciation is recognised in the income statement as production costs, distribution costs and administrative expenses, respectively.

Gains and losses on the disposal of property, plant and equipment are stated as the difference between the selling price less selling costs and the carrying amount at the date of disposal. Gains and losses are recognised in the income statement as other operating income or other operating costs, respectively.

Leases

Leases are operating leases. Payments relating to operating leases and other leases are recognised in the income statement over the term of the lease. The Company's total obligation relating to operating leases and other leases is disclosed as contractual obligations and contingencies, etc.

Investments

Equity investments in group entities are recognized and measured according to the equity method. This means that investments are measured at the pro rata share of the enterprises' equity plus or minus unamortised positve, or negative, goodwill and plus minus unrealised intra-group profits or losses.

Group enterprises with negative equity are measured at EUR 0, and any receivables from these enterprises are written down by the Parent's share of such negative equity value if it is deemed irrecoverable. If the negative equity value exceeds the amount receivable, the remaining amount is recognised under provisions if the Parent has legal or constructive obligation to cover the liabilities of the relevant enterprise.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Participating interests (including associates) with negative net asset values are measured at EUR 0, and any receivables from these entities are written down to the extent that the receivables are deemed irrecoverable. To the extent that the Parent Company has a legal or constructive obligation to cover a negative balance exceeding the receivable, the residual amount is recognised as provisions.

Other receivables are recognised at amortised cost.

Impairment of fixed assets

The carrying amount of intangible assets and property, plant and equipment as well as equity investments in group entities and associates is subject to an annual test for indications of impairment other than the decrease in value reflected by depreciation or amortisation.

Impairment tests are conducted of individual assets or groups of assets when there is an indication that they may be impaired. Write-down is made to the recoverable amount if this is lower than the carrying amount.

The recoverable amount is the higher of an asset's net selling price and its value in use. The value in use is determined as the present value of the forecast net cash flows from the use of the asset or the group of assets, including forecast net cash flows from the disposal of the asset or the group of assets after the end of the useful life.

Inventories

Inventories are measured at cost in accordance with the FIFO method. Where the net realisable value is lower than cost, inventories are written down to this lower value.

Goods for resale and raw materials and consumables are measured at cost, comprising purchase price plus delivery costs.

Finished goods and work in progress are measured at cost, comprising the cost of raw materials, consumables, direct wages and salaries and indirect production overheads. Indirect production overheads comprise indirect materials and wages and salaries as well as the maintenance of depreciation of production machinery, buildings and equipment as well as factory administration and management. Borrowing costs are not included in cost.

The net realisable value of inventories is calculated as the sales amount less costs of completion and costs necessary to make the sale and is determined taking into account marketability, obsolescence and development in expected selling price.

Receivables

Receivables are measured at amortised cost, usually equalling nominal value, less write-downs for bad and doubtful debts.

Corporation tax and deferred tax

Current tax payable and receivable is recognised in the balance sheet as tax computed on the taxable income for the year, adjusted for tax on the taxable income of prior years and for tax paid on account.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Deferred tax is measured using the balance sheet liability method on all temporary differences between the carrying amount and the tax value of assets and liabilities based on the planned use of the asset or settlement of the liability. However, deferred tax is not recognised on temporary differences relating to goodwill non-deductible for tax purposes and on office premises and other items where the temporary differences arise at the date of acquisition without affecting either profit/loss or taxable income.

Deferred tax assets, including the tax value of tax losses carried forward, are recognised at the expected value of their utilisation within the foreseeable future; 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. Any deferred net assets are measured at net realisable value.

Deferred tax is measured in accordance with the tax rules and at the tax rates applicable at the balance sheet date when the deferred tax is expected to crystallise as current tax. Changes in deferred tax as a result of changes in tax rates are recognised in the income statement or equity, respectively.

Prepayments

Prepayments comprise prepayment of costs incurred relating to subsequent financial years.

Cash and cash equivalents

Cash comprise cash in hand and bank deposits.

Equity

Dividends

The expected dividends payment for the year is disclosed as a separate item under equity.

Provisions

Provisions comprise anticipated costs of none-recourse guarentee commitments, returns, loss on contract work i progress, decided and published restructions etc. Provisions are recognised when, as a result of past events, the Company has a legal or a constructive obligation, and it is probable that there may be outflow of resources embodying economic benefits to settle the obligation. Provisions are measured at value in use.

On acquisition of enterprises and investments in group enterprises, provisions are made for costs relating to restructurings in the acquired enterprise that were decided and publised at the takeover date at the latest.

Liabilities other than provisions

Financial liabilities are recognised at cost at the date of borrowing, corresponding to the proceeds received less transaction costs paid. In subsequent periods, the financial liabilities are measured at amortised cost using the effective interest method. Accordingly, the difference between cost and the nominal value is recognised in the income statement over the term of the loan together with interest expenses.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Finance lease obligation comprise the capitalised residual lease obligation of finance leases.

Other liabilities are measured at net realisable value.

Prepayments received from customers

Prepayments received from customers comprise amounts received from customers prior to delivery of the goods agreed or completion of the service agreed.

Cash flow statement

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

The cash flow effect of acquisitions and divestment of entities is shown separately in cash flows from investing activities. Cash flows relating to acquired entities are recognised in the cash flow statement from the date of acquisition, and cash flows relating to divested entities are recognised up to the date of divestment.

Cash flows from operating activities

Cash flows from operating activities are calculated as the Group's share of profit/loss for the year adjusted for non-cash operating items, changes in working capital and corporation tax paid.

Cash flows from investing activities

Cash flows from investing activities comprise payments in connection with acquisitions and disposals of entities and activities, intangible assets, property, plant and equipment and investments.

Cash flows from financing activities

Cash flows from financing activities comprise changes in size or composition of the Company's share capital and costs in this respect as well as raising of loans, instalments on interest-bearing debt and distribution of dividends to owners.

Segment information

Segment information is provided on geographical markets. The segment information is in line with the Group's accounting policies, risks and internal financial management.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

EUR'000	Group 2020	Group 2019	Parent Company 2020	Parent Company 2019

2 Revenue

Denmark	50,996	45,291	0	0
Sweden	13,503	14,091	0	0
Norway	12,367	9,666	0	0
Finland	5,414	5,598	0	0
Other countries	9,162	10,120	0	0
	91,442	84,766	0	0

The Group has only one business segment as described in the management commentary.

3 Staff costs and incentive schemes

Staff costs

Wages and salaries	19,669	19,184	1,867	1,747
Pensions	1,673	1,666	100	100
Other social security costs	1,159	1,293	10	11
	22,501	22,143	1,977	1,858
Average number of full-time employees	347	351	12	12

Staff costs of the Group and the Parent Company include remuneration of the Parent Company's Executive Board of EUR 777 thousand (2019: EUR 473 thousand).

4 Depreciation, amortisation and impairment losses

Amortisation of intangible assets	502	439	461	409
Depreciation of property, plant and equipment	1,674	1,619	204	244
	2,176	2,058	665	653

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		Group		Parent Company	
	EUR'000	2020	2019	2020	2019
5	**Other financial income**				
	Interest income from group entities	77	87	73	88
	Other financial income	503	607	0	149
		580	694	73	237
6	**Other financial expenses**				
	Interest expense to group entities	0	0	2	10
	Other financial costs	651	472	249	177
		651	472	251	187
7	**Tax on profit/loss for the year**				
	Current tax for the year	1,646	757	-138	0
	Deferred tax for the year	79	-24	179	-86
	Adjustment of tax concerning previous years	-113	-318	-120	-346
		1,612	415	-79	-432
8	**Proposed profit appropriation**				
	Reserve for net revaluation under equity method	0	0	6,159	3,788
	Proposed dividends for the year	5,250	3,400	5,250	3,400
	Retained earnings	360	-119	-5,799	-3,907
		5,610	3,281	5,610	3,281

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

9 Intangible assets

	Group			
EUR'000	Completed development projects	Acquired patents	Goodwill	Total
Cost at 1 January 2020	1,949	603	1,372	3,924
Additions for the year	524	63	0	587
Disposals for the year	0	-16	0	-16
Exchange rate adjustment	14	0	0	14
Cost at 31 December 2020	2,487	650	1,372	4,509
Amortisation and impairment losses at 1 January 2020	-1,227	-539	-228	-1,994
Exchange rate adjustment	-8	0	0	-8
Amortisation for the year	-322	-45	-135	-502
Disposals for the year	0	16	0	16
Amortisation and impairment losses at 31 December 2020	-1,557	-568	-363	-2,488
Carrying amount at 31 December 2020	930	82	1,009	2,021

	Parent Company		
EUR'000	Completed development projects	Goodwill	Total
Cost at 1 January 2020	1,949	1,372	3,321
Exchange rate adjustment	9	0	9
Additions for the year	299	0	299
Other adjustments	158	0	158
Cost at 31 December 2020	2,415	1,372	3,787
Amortisation and impairment losses at 1 January 2020	-1,226	-228	-1,454
Exchange rate adjustment	-6	0	-6
Other adjustments	-158	0	-158
Amortisation for the year	-326	-135	-461
Amortisation and impairment losses at 31 December 2020	-1,716	-363	-2,079
Carrying amount at 31 December 2020	699	1,009	1,708

Consolidated financial statements and parent company financial statements 1 January – 31 December

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10 Property, plant and equipment

	Group			
EUR'000	Land and buildings	Fixtures and fittings, tools and equipment	Property, plant and equipment in progress	Total
Cost at 1 January 2020	11,672	18,035	346	30,053
Exchange rate adjustment	-62	77	0	15
Additions for the year	181	593	306	1,080
Disposals for the year	-9	-570	-492	-1,071
Other adjustments	67	2,252	0	2,319
Cost at 31 December 2020	11,849	20,387	160	32,396
Depreciation and impairment losses at 1 January 2020	-9,154	-11,641	0	-20,795
Exchange rate adjustment	71	-56	0	15
Other adjustments	-67	-2,252	0	-2,319
Depreciation for the year	-275	-1,399	0	-1,674
Reversal regarding disposals	9	545	0	554
Depreciation and impairment losses at 31 December 2020	-9,416	-14,803	0	-24,219
Carrying amount at 31 December 2020	2,433	5,584	160	8,177

	Parent Company			
EUR'000	Land and buildings	Fixtures and fittings, tools and equipment	Property, plant and equipment in progress	Total
Cost at 1 January 2020	5,540	237	301	6,078
Exchange rate adjustment	23	0	0	23
Additions for the year	181	32	33	246
Disposals for the year	0	-30	-257	-287
Cost at 31 December 2020	5,744	239	77	6,060
Depreciation and impairment losses at 1 January 2020	-4,417	-118	0	-4,535
Exchange rate adjustment	-19	0	0	-19
Reversals regarding disposals	0	21	0	21
Depreciation for the year	-166	-38	0	-204
Depreciation and impairment losses at 31 December 2020	-4,602	-135	0	-4,737
Carrying amount at 31 December 2020	1,142	104	77	1,323

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11 Investments

	Group		
EUR'000	Receivables from group enterprises	Participating interests	Other receivables
Cost at 1 January 2020	5,227	14	200
Disposals for the year	-1,543	0	-22
Cost at 31 December 2020	3,684	14	178
Carrying amount at 31 December 2020	3,684	14	178

	Parent Company		
EUR'000	Equity investments in group entities	Receivables from group enterprises	Participating interests
Cost at 1 January 2020	11,464	4,596	14
Disposals for the year	-409	-61	0
Cost at 31 December 2020	11,055	4,535	14
Revaluations at 1 January 2020	13,162	0	0
Exchange adjustment	109	0	0
Share of profit for the year	6,159	0	0
Dividend (or sale)	-7,841	0	0
Revaluations 31 December 2020	11,589	0	0
Carrying amount at 31 December 2020	22,644	4,535	14

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Notes

Name/legal form	Registered office	Voting rights and ownership interest
Subsidiaries:		
Plastmo A/S	Ringsted, Denmark	100%
ACO Nordic A/S	Ringsted, Denmark	100%
ACO Nordic AB	Gothenburg, Sweden	100%
Plastmo AS	Slemmestad, Norway	100%
ACO Nordic AS	Lysaker, Norway	100%
Plastmo Railing AS	Arnatveit, Norway	100%
ACO Nordic OY	Vesivahmaa, Finland	100%
ACO Nordic SIA	Riga, Latvia	100%
ACO Nordic OU	Talinn, Estonia	100%
ACO Nordic UAB	Vilnius, Lithuania	100%
Plastmo Polska Sp. Z.o.o.	Legionowo, Poland	100%
Hvidberg I A/S	Thyholm, Denmark	100%
Participating interests:		
Wuppi A/S	Denmark	20%

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Notes

EUR'000	Group 2020	Group 2019	Parent Company 2020	Parent Company 2019
12 Deferred tax assets				
Deferred tax at 1 January	1,438	1,414	1,700	1,616
Deferred tax adjustment for the year in the income statement	-79	24	-179	84
Recognised directly in equity	9	0	9	0
	1,368	1,438	1,530	1,700

Deferred tax is partly incumbent on tax losses carried forward under the Danish national joint taxation in which the tax losses will be offset against future taxable income. Since the group companies participating in the Danish joint taxation are expected to generate taxable income in the next few years, the recognition criteria of tax assets are considered met.

13 Prepayments

Prepayments comprise of prepaid expenses, including prepaid expenses regarding remortgaging.

14 Other provisions

Other provisions relates to guarantees and provisions for large repairs expected to be used from 2021 and for the next 25 years.

15 Non-current liabilities other than provisions

EUR'000	Group: Installments within 12 months 2020	Group: Installments beyond 12 months 2020	Group: Outstanding debt after five years
Mortgage loans	551	2,480	284
Bank loans and overdrafts	77	0	0
Other payables	10,453	729	0
	11,081	3,209	284

EUR'000	Parent Company: Installments within 12 months 2020	Parent Company: Installments beyond 12 months 2020	Parent Company: Outstanding debt after five years
Mortgage loans	512	2,099	43
Other payables	669	220	0
	1,181	2,319	43

Consolidated financial statements and parent company financial statements 1 January – 31 December

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16 Fees to auditor appointed at the general meeting

	Group	
EUR'000	2020	2019
Statutory audit service	141	173
Tax services	16	16
Other services	16	33
	173	222

17 Contractual obligations, contingencies, etc.

Contingent liabilities

The Company serves as an administation company in the Danish joint taxation arrangement. According to the joint taxation provisions of the Danish Corporation Tax Act, the company is therefore liable for Income taxes etc for the jointly taxed companies and also for obligations, if any, relating to the withholding tax on interest, royalties and dividends for these companies.

Operating lease obligations

The Group has entered into operating leases with a remaining until maturity of EUR 3,967 thousand (2019: EUR 3,031 thousand).

The Parent Compnay has entered into operating leases with a remaining until maturity of EUR 39 thousand (2019: EUR 56 thousand).

18 Mortgages and collateral

The Group:

Mortgage debt is secured by way of mortgage on properties. The carrying amount of mortgaged properties is EUR 2.014 thousand.

The Group has signed a mutual credit agreement with financial institutions involving a total credit limit of EUR 13,574 thousand. The Company has assumed guarantee of payment of the total credit limit The amount drawn from the credit facilities total EUR 0 thousand at 31 December 2020.

Parent Company:

Mortgage debt is secured by way of mortgage on properties. The carrying amount of mortgaged preperties is EUR 888 thousand.

The Company has signed a mutual credit agreement with financial institutions involving a total credit limit of EUR 10,684 thousand. The Company has assumed guarantee of payment of the total credit limit.

The amount drawn from the credit facilities total EUR 0 thousand at 31 December 2020.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

19 Related party disclosures

ACO Nordic Group A/S related parties comprise the following:

Control

ACO Nordic Group A/S is part of the consolidated financial statement of ACO Severing Ahlmann GmbH & Co. KG, Am Ahlmannkai, 24782 Büdelsdorf, Germany, which is the smallest and largest group, in which the Company is included as a subsidiary.

The consolidated financial statements of ACO Severing Ahlmann GmbH & Co. KG can be obtained by contacting the company at the address above.

Related party transactions

	Group	Parent Company
EUR'000	2020	2020
Sale of goods to related parties:	6	0
Sale of services to related parties:	767	3,389
Purchased goods from related parties:	-19,515	0
Purchased services from related parties:	-922	-485
Financial expenses from related parties:	0	-2
Financial income from related parties:	77	73

20 Other adjustments

	Group	
EUR'000	2020	2019
Other financial income	-330	-694
Financial expenses	353	472
Tax on profit/loss for the year	1,612	415
Gains on the disposal of fixed assets	-7	96
Provisions	868	7
Other adjustments	88	-158
	2,584	138

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

21 Change in working capital

	Group	
EUR'000	2020	2019
Increase/decrease in inventories	-155	19
Increase/decrease in receivables	-2,873	2,338
Increase/decrease in trade and other payables	4,191	-677
	1,163	1,680