

## SKAKO CONCRETE A/S

Bygmestervej 2  
5600 Faaborg  
CVR No. 64427512

### Annual report 2020

The Annual General Meeting adopted the  
annual report on 28.04.2021



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**Morten Kofod-Jensen**  
Chairman of the General Meeting

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# Entity details

## Entity

SKAKO CONCRETE A/S

Bygmestervej 2

5600 Faaborg

CVR No.: 64427512

Registered office: Faaborg-midtfyn

Financial year: 01.01.2020 - 31.12.2020

Phone number: +45 63616100

E-mail: skakoconcrete.dk@skako.com

## Board of Directors

Jens Wittrup Willumsen, Chairman

Christian Herskind Jørgensen, Deputy Chairman

Carsten Krogsgaard Thomsen

Lars Tveen

Mogens Schou Larsen

Sophie Louise Knauer

Susanne Nielsen

## Executive Board

Steffen Kremmer, CEO

## Auditors

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab

Munkebjergvænget 1, 3. og 4. sal

5230 Odense M

CVR No.: 33771231

# Statement by Management

The Board of Directors and the Executive Board have today considered and approved the annual report of SKAKO CONCRETE A/S for the financial year 01.01.2020 - 31.12.2020.

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

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2020 and of the results of its operations for the financial year 01.01.2020 - 31.12.2020.

We believe that the management commentary contains a fair review of the affairs and conditions referred to therein.

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

Faaborg, 19.03.2021

## Executive Board

**Steffen Kremmer**  
CEO

## Board of Directors

**Jens Wittrup Willumsen**  
Chairman

**Christian Herskind Jørgensen**  
Deputy Chairman

**Carsten Krogsgaard Thomsen**

**Lars Tveen**

**Mogens Schou Larsen**

**Sophie Louise Knauer**

**Susanne Nielsen**

# Independent auditor's report

## To the shareholders of SKAKO CONCRETE A/S

### Opinion

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 December 2020, and of the results of the Company's operations for the financial year 1 January - 31 December 2020 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of SKAKO Concrete A/S for the financial year 1 January - 31 December 2020, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies ("financial statements").

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' 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 requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Statement on Management's Review

Management is responsible for Management's Review.

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

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

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

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

### Management's responsibilities for the financial statements

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

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

#### **Auditor's responsibilities for the audit of the financial statements**

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Odense, 19.03.2021

**PricewaterhouseCoopers** "

Statsautoriseret Revisionspartnerselskab

CVR No. 33771231

**Mikael Johansen**

State Authorised Public Accountant

Identification No (MNE) mne23318

# Management commentary

## Financial highlights

|                               | 2020<br>DKK'000 | 2019<br>DKK'000 | 2018<br>DKK'000 | 2017<br>DKK'000 | 2016<br>DKK'000 |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Key figures</b>            |                 |                 |                 |                 |                 |
| Revenue                       | 137,058         | 150,861         | 131,358         | 143,812         | 112,304         |
| Gross profit/loss             | 17,978          | 19,018          | 15,962          | 9,853           | 17,865          |
| Operating profit/loss         | 5,973           | -1,010          | -1,446          | -6,328          | -258            |
| Net financials                | (1,899)         | -1,402          | -992            | -530            | 373             |
| Profit/loss for the year      | 12,895          | 13,699          | 12,652          | -6,299          | 17,296          |
| Total assets                  | 207,605         | 199,793         | 183,006         | 166,075         | 170,572         |
| Equity                        | 136,750         | 125,154         | 110,943         | 98,152          | 118,625         |
| Investment in tangible assets | 1,272           | 1,399           | 1,356           | 3,702           | 141             |
| Average number of employees   | 68              | 78              | 83              | 65              | 59              |
| <b>Ratios</b>                 |                 |                 |                 |                 |                 |
| Gross margin (%)              | 13.12           | 12.61           | 12.15           | 6.85            | 15.91           |
| EBIT margin (%)               | 4.36            | (0.67)          | (1.10)          | (4.40)          | (0.23)          |
| Return on assets (%)          | 3.00            | -0.50           | -0.08           | -3.80           | -0.20           |
| Net margin (%)                | 9.41            | 9.08            | 9.63            | (4.38)          | 15.40           |
| Return on equity (%)          | 9.85            | 11.60           | 12.10           | (5.81)          | 15.7            |
| Equity ratio (%)              | 65.87           | 62.64           | 60.62           | 59.10           | 69.55           |

Financial highlights are defined and calculated in accordance with the current version of "Recommendations & Ratios" issued by the CFA Society Denmark.

### Gross margin (%):

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

Revenue

### EBIT margin (%):

$\frac{\text{Operating profit/loss} * 100}{\text{Revenue}}$

Revenue

### Return on Asstes (%):

$\frac{\text{profit before financials} * 100}{\text{Average total assets}}$

Average total assets\*



**Net margin (%):**

Profit/loss for the year \* 100  
Revenue

**Return on equity (%):**

Profit/loss for the year \* 100  
Average equity

**Equity ratio (%):**

Equity \* 100  
Total assets

### **Primary activities**

SKAKO Concrete develops, designs and sells a versatile high-end product range of all types of concrete batching plants for ready-mix, precast and jobsite plants. Our main focus is on plant sales with a strong after sales division.

The products are based on own developed technology.

The main markets are Europe, North America and the Middle East. We have strong focus on obtaining higher market share on existing markets without increasing the risk profile on the orders.

The Company has a branch in Great Britain, which performs the sales activities in Great Britain.

### **Development in activities and finances**

The Company's total revenue amounted to DKK 137,1m in 2020 (2019: DKK 150.9m) and the EBIT result amounted to DKK 6.0m (2019: DKK -1.0m).

Profit for the year amounts to DKK 12,9m.

The Company expect a result in the same level for 2021.

Total equity amounted to DKK 136,8m (2019: DKK 125,2m) and total assets was DKK 207,6m

During the financial year, outbreaks of Covid-19 occurred as a result of the spread of coronavirus. The company is not significantly affected by the outbreak. Although it is at an early stage to know the effects of this, management's opinion is that the outbreak will not result in significant financial consequences for the coming financial year.

### **Uncertainty relating to recognition and measurement**

There have been no material uncertainties or other significant unusual circumstances affecting recognition.

### **Events after the balance sheet date**

There have been no events that materially affect the assessment of this Annual Report 2020 after the balance sheet date and up to today.

# Income statement for 2020

|   | Notes | 2020<br>DKK       | 2019<br>DKK        |
|---|-------|-------------------|--------------------|
| Revenue                                       |       | 137,058,483       | 150,861,198        |
| Production costs                              |       | (119,080,308)     | (131,842,847)      |
| <b>Gross profit/loss</b>                      |       | <b>17,978,175</b> | <b>19,018,351</b>  |
| Distribution costs                            |       | (6,349,000)       | (10,225,091)       |
| Administrative expenses                       |       | (7,080,471)       | (9,803,244)        |
| Other operating income                        | 2     | 1,424,309         | 0                  |
| <b>Operating profit/loss</b>                  |       | <b>5,973,013</b>  | <b>(1,009,984)</b> |
| Income from investments in group enterprises  |       | 7,298,841         | 14,268,151         |
| Other financial income from group enterprises |       | 126,342           | 29,262             |
| Other financial income                        |       | 378               | 36,309             |
| Financial expenses from group enterprises     |       | (512,607)         | (371,800)          |
| Other financial expenses                      |       | (1,513,530)       | (1,030,649)        |
| <b>Profit/loss before tax</b>                 |       | <b>11,372,437</b> | <b>11,921,289</b>  |
| Tax on profit/loss for the year               | 3     | 1,522,122         | 1,778,049          |
| <b>Profit/loss for the year</b>               | 4     | <b>12,894,559</b> | <b>13,699,338</b>  |

# Balance sheet at 31.12.2020

## Assets

|  | Notes | 2020<br>DKK        | 2019<br>DKK        |
|--|-------|--------------------|--------------------|
| Completed development projects                   | 6     | 88,708             | 0                  |
| Acquired intangible assets                       |       | 8,876,330          | 4,807,986          |
| Development projects in progress                 | 6     | 1,063,637          | 4,216,983          |
| <b>Intangible assets</b>                         | 5     | <b>10,028,675</b>  | <b>9,024,969</b>   |
| Land and buildings                               |       | 3,435,053          | 3,499,522          |
| Plant and machinery                              |       | 301,640            | 308,372            |
| Other fixtures and fittings, tools and equipment |       | 2,109,036          | 2,674,974          |
| Leasehold improvements                           |       | 528,396            | 268,423            |
| <b>Property, plant and equipment</b>             | 7     | <b>6,374,125</b>   | <b>6,751,291</b>   |
| Investments in group enterprises                 |       | 108,139,536        | 97,776,192         |
| Deposits   |       | 584,573            | 584,573            |
| Deferred tax                                     | 9     | 8,776,000          | 9,552,000          |
| <b>Financial assets</b>                          | 8     | <b>117,500,109</b> | <b>107,912,765</b> |
| <b>Fixed assets</b>                              |       | <b>133,902,909</b> | <b>123,689,025</b> |
| Raw materials and consumables                    |       | 5,283,500          | 6,182,807          |
| Work in progress                                 |       | 135,966            | 1,059,705          |
| Manufactured goods and goods for resale          |       | 20,998,032         | 23,671,522         |
| <b>Inventories</b>                               |       | <b>26,417,498</b>  | <b>30,914,034</b>  |
| Trade receivables                                |       | 17,792,999         | 7,673,889          |
| Contract work in progress                        | 10    | 2,454,853          | 12,816,010         |
| Receivables from group enterprises               |       | 18,938,381         | 8,557,417          |
| Other receivables                                |       | 130,001            | 668,256            |
| Tax receivable                                   |       | 2,329,620          | 1,162,110          |
| Prepayments                                      | 11    | 1,540,318          | 2,557,457          |
| <b>Receivables</b>                               |       | <b>43,186,172</b>  | <b>33,435,139</b>  |

|                       |                    |                    |
|-----------------------|--------------------|--------------------|
| <b>Cash</b>           | <b>4,097,998</b>   | <b>11,755,792</b>  |
| <b>Current assets</b> | <b>73,701,668</b>  | <b>76,104,965</b>  |
| <b>Assets</b>         | <b>207,604,577</b> | <b>199,793,990</b> |

**Equity and liabilities**

|  | <b>Notes</b> | <b>2020<br/>DKK</b> | <b>2019<br/>DKK</b> |
|--|--------------|---------------------|---------------------|
| Contributed capital  | 12           | 80,920,400          | 80,920,400          |
| Reserve for fair value adjustments of hedging instruments        |              | 143,868             | 0                   |
| Reserve for net revaluation according to the equity method       |              | 53,117,303          | 47,260,859          |
| Reserve for development expenditure                              |              | 7,745,490           | 7,039,477           |
| Retained earnings  |              | (5,177,012)         | (10,066,551)        |
| <b>Equity</b>  |              | <b>136,750,049</b>  | <b>125,154,185</b>  |
| Other provisions   | 13           | 1,050,000           | 1,000,000           |
| <b>Provisions</b>  |              | <b>1,050,000</b>    | <b>1,000,000</b>    |
| Lease liabilities  |              | 865,495             | 1,068,238           |
| Other payables   |              | 1,507,000           | 1,381,437           |
| <b>Non-current liabilities other than provisions</b>             | 14           | <b>2,372,495</b>    | <b>2,449,675</b>    |
| Current portion of non-current liabilities other than provisions | 14           | 2,296,072           | 998,975             |
| Bank loans   |              | 19,304,464          | 12,725,931          |
| Contract work in progress  | 10           | 5,111,490           | 10,245,799          |
| Trade payables   |              | 7,198,901           | 20,846,260          |
| Payables to group enterprises                                    |              | 18,555,272          | 20,487,415          |
| Other payables   |              | 14,965,834          | 5,885,750           |
| <b>Current liabilities other than provisions</b>                 |              | <b>67,432,033</b>   | <b>71,190,130</b>   |
| <b>Liabilities other than provisions</b>                         |              | <b>69,804,528</b>   | <b>73,639,805</b>   |
| <b>Equity and liabilities</b>                                    |              | <b>207,604,577</b>  | <b>199,793,990</b>  |
| Staff costs  | 1            |                     |                     |
| Contingent liabilities   | 15           |                     |                     |
| Related parties with controlling interest                        | 16           |                     |                     |
| Group relations  | 17           |                     |                     |

# Statement of changes in equity for 2020

|                           | Contributed capital<br>DKK | Reserve for fair value adjustments of hedging instruments<br>DKK | Reserve for net revaluation according to the equity method<br>DKK | Reserve for development expenditure<br>DKK | Retained earnings<br>DKK |
|---------------------------|----------------------------|--|---|--|--------------------------|
| Equity beginning of year  | 80,920,400                 | 0  | 47,260,859  | 7,039,477                                  | (10,066,551)             |
| Exchange rate adjustments | 0                          | 0  | (1,442,497)   | 0  | 0                        |
| Value adjustments         | 0                          | 143,868  | 0   | 0  | 0                        |
| Transfer to reserves      | 0                          | 0  | 7,298,941   | 1,350,890                                  | (8,649,897)              |
| Dissolution of reserves   | 0                          | 0  | 0   | (644,877)                                  | 644,877                  |
| Profit/loss for the year  | 0                          | 0  | 0   | 0  | 12,894,559               |
| <b>Equity end of year</b> | <b>80,920,400</b>          | <b>143,868</b>   | <b>53,117,303</b>   | <b>7,745,490</b>                           | <b>(5,177,012)</b>       |

|                           | Total<br>DKK       |
|---------------------------|--------------------|
| Equity beginning of year  | 125,154,185        |
| Exchange rate adjustments | (1,442,497)        |
| Value adjustments         | 143,868            |
| Transfer to reserves      | (66)               |
| Dissolution of reserves   | 0                  |
| Profit/loss for the year  | 12,894,559         |
| <b>Equity end of year</b> | <b>136,750,049</b> |

# Notes

## 1 Staff costs

|                                       | 2020<br>DKK       | 2019<br>DKK       |
|---------------------------------------|-------------------|-------------------|
| Wages and salaries                    | 46,372,313        | 52,995,518        |
| Pension costs                         | 3,016,254         | 3,352,183         |
| Other staff costs                     | 630,084           | 887,860           |
|                                       | <b>50,018,651</b> | <b>57,235,561</b> |
| Average number of full-time employees | 68                | 78                |

|  | Remuneration<br>of<br>management<br>2020<br>DKK | Pension<br>liabilities<br>2020<br>DKK | Remuneration<br>of<br>management<br>2019<br>DKK | Pension<br>liabilities<br>2019<br>DKK |
|--|---|---------------------------------------|---|---------------------------------------|
| Total amount for management categories | 1,961,000                                       | 199,000                               | 1,819,184                                       | 151,908                               |
|  | <b>1,961,000</b>                                | <b>199,000</b>                        | <b>1,819,184</b>                                | <b>151,908</b>                        |

## 2 Other operating income

Salary compensation has been included in other operating income 1.424.309 DKK (2019; 0 DKK)

## 3 Tax on profit/loss for the year

|                                      | 2020<br>DKK        | 2019<br>DKK        |
|--------------------------------------|--------------------|--------------------|
| Current tax                          | (2,299,122)        | (1,279,816)        |
| Change in deferred tax               | 776,000            | (455,639)          |
| Adjustment concerning previous years | 1,000              | (34,000)           |
| Refund in joint taxation arrangement | 0                  | (8,594)            |
|                                      | <b>(1,522,122)</b> | <b>(1,778,049)</b> |

## 4 Proposed distribution of profit and loss

|                   | 2020<br>DKK       | 2019<br>DKK       |
|-------------------|-------------------|-------------------|
| Retained earnings | 12,894,559        | 13,699,338        |
|                   | <b>12,894,559</b> | <b>13,699,338</b> |



## 5 Intangible assets

|   | Completed<br>development<br>projects<br>DKK | Acquired<br>intangible<br>assets<br>DKK | Development<br>projects in<br>progress<br>DKK |
|---|---|---|---|
| Cost beginning of year                                | 0   | 18,728,533                              | 4,216,983                                     |
| Transfers   | 0   | 3,153,344                               | (3,153,346)                                   |
| Additions   | 98,564                                      | 1,731,910                               | 0   |
| <b>Cost end of year</b>                               | <b>98,564</b>                               | <b>23,613,787</b>                       | <b>1,063,637</b>                              |
| Amortisation and impairment losses beginning of year  | 0   | (13,920,547)                            | 0   |
| Amortisation for the year                             | (9,856)                                     | (816,910)                               | 0   |
| <b>Amortisation and impairment losses end of year</b> | <b>(9,856)</b>                              | <b>(14,737,457)</b>                     | <b>0</b>                                      |
| <b>Carrying amount end of year</b>                    | <b>88,708</b>                               | <b>8,876,330</b>                        | <b>1,063,637</b>                              |

## 6 Development projects

Intangible assets under development is partly related to the implementation of the ERP system. The majority of the project are expected to be finalized in the coming year and the project are progressing as planned using the resources allocated by Management to the development. Furthermore, there has been focus in optimizing some standard product which should result in a decrease of the cost in production of these specific items and in the end contribute to an increase in the margin where these product go in to.

## 7 Property, plant and equipment

|   | Land and<br>buildings<br>DKK | Plant and<br>machinery<br>DKK | Other fixtures<br>and fittings,<br>tools and<br>equipment<br>DKK | Leasehold<br>improvements<br>DKK |
|---|------------------------------|-------------------------------|--|----------------------------------|
| Cost beginning of year                                | 3,648,657                    | 5,044,362                     | 7,837,440  | 4,103,305                        |
| Additions   | 0                            | 66,966                        | 907,123  | 297,817                          |
| Disposals   | 0                            | 0                             | (457,426)  | 0                                |
| <b>Cost end of year</b>                               | <b>3,648,657</b>             | <b>5,111,328</b>              | <b>8,287,137</b>   | <b>4,401,122</b>                 |
| Depreciation and impairment losses beginning of year  | (149,135)                    | (4,735,990)                   | (5,162,466)  | (3,834,882)                      |
| Depreciation for the year                             | (64,469)                     | (73,698)                      | (1,262,673)  | (37,844)                         |
| Reversal regarding disposals                          | 0                            | 0                             | 247,038  | 0                                |
| <b>Depreciation and impairment losses end of year</b> | <b>(213,604)</b>             | <b>(4,809,688)</b>            | <b>(6,178,101)</b>   | <b>(3,872,726)</b>               |
| <b>Carrying amount end of year</b>                    | <b>3,435,053</b>             | <b>301,640</b>                | <b>2,109,036</b>   | <b>528,396</b>                   |
| Recognised assets not owned by entity                 |                              |                               | 1,661,567  |                                  |

## 8 Financial assets

|  | Investments in<br>group<br>enterprises<br>DKK | Deposits<br>DKK | Deferred tax<br>DKK |
|--|---|-----------------|---------------------|
| Cost beginning of year   | 50,515,332                                    | 584,573         | 9,552,000           |
| Additions  | 4,507,000                                     | 0               | (776,000)           |
| <b>Cost end of year</b>  | <b>55,022,332</b>                             | <b>584,573</b>  | <b>8,776,000</b>    |
| Revaluations beginning of year                                     | 47,260,860                                    | 0               | 0                   |
| Exchange rate adjustments  | (1,442,397)                                   | 0               | 0                   |
| Share of profit/loss for the year                                  | 7,298,741                                     | 0               | 0                   |
| <b>Revaluations end of year</b>                                    | <b>53,117,204</b>                             | <b>0</b>        | <b>0</b>            |
| <b>Carrying amount end of year</b>                                 | <b>108,139,536</b>                            | <b>584,573</b>  | <b>8,776,000</b>    |
| Goodwill or negative goodwill recognised during the financial year | 2,796,000                                     |                 |                     |

| <b>Investments in subsidiaries</b> | <b>Registered in</b> | <b>Corporate form</b> | <b>Equity interest %</b> |
|------------------------------------|----------------------|-----------------------|--------------------------|
| SKAKO Vibration A/S                | Denmark              | A/S                   | 100                      |
| SKAKO Concrete Inc                 | USA                  | Inc                   | 100                      |
| SKAKO GmbH                         | Germany              | GmbH                  | 100                      |
| Conparts ApS                       | Denmark              | ApS                   | 100                      |

## 9 Deferred tax

| <b>Changes during the year</b>     | <b>2020<br/>DKK</b> |
|------------------------------------|---------------------|
| Beginning of year                  | 9,552,000           |
| Recognised in the income statement | (776,000)           |
| <b>End of year</b>                 | <b>8,776,000</b>    |

Deferred tax assets is related to tax loss carryforwards, the utilization of which depends on future positive taxable income exceeding the realised deferred tax liabilities. It is management's opinion that these tax loss carryforwards can be utilised.

## 10 Contract work in progress

|   | <b>2020<br/>DKK</b> | <b>2019<br/>DKK</b> |
|---|---------------------|---------------------|
| Contract work in progress                             | 81,818,928          | 89,274,008          |
| Progress billings regarding contract work in progress | (84,475,565)        | (86,703,797)        |
| Transferred to liabilities other than provisions      | 5,111,490           | 10,245,799          |
|   | <b>2,454,853</b>    | <b>12,816,010</b>   |

### 11 Prepayments

Prepayments consist of prepaid exhibition, other costs and accruals of insurance, etc.

### 12 Share capital

|               | Number           | Par value<br>DKK | Nominal<br>value<br>DKK |
|---------------|------------------|------------------|-------------------------|
| Share Capital | 1,618,408        | 50               | 80,920,400              |
|               | <b>1,618,408</b> |                  | <b>80,920,400</b>       |

### 13 Other provisions

Other provisions consist of guarantee obligations

### 14 Non-current liabilities other than provisions

|                   | Due within 12<br>months<br>2020<br>DKK | Due within 12<br>months<br>2019<br>DKK | Due after<br>more than 12<br>months<br>2020<br>DKK | Outstanding<br>after 5 years<br>2020<br>DKK |
|-------------------|--|--|--|---|
| Lease liabilities | 547,419                                | 998,975                                | 865,495  | '0  |
| Other payables    | 1,748,653                              | 0                                      | 1,507,000  | '0  |
|                   | <b>2,296,072</b>                       | <b>998,975</b>                         | <b>2,372,495</b>                                   | <b>0</b>                                    |

### 15 Contingent liabilities

The company's leasing obligations for operational leasing amount to 1.6 million DKK (2019: 1.8 million DKK).

The company's primary financial institution has provided a guarantee for consignments and prepayments of a total of 1.3 million DKK. (2019: 23 million DKK)

As security for SKAKO A/S's and SKAKO Vibration A/S's outstanding account in relation to its primary financial institution the company has provided an unlimited, joint and several suretyship.

Towards the company's primary financial institution a company deposit of 50 million DKK has been provided with deposit in unsecured claims, stocks, tangible assets and intangible rights. The company deposit also provides a security for SKAKO Vibration A/S and SKAKO A/S.

The Danish subsidiaries of the Group are liable for tax of the jointly taxed income, etc. of the Group. The total amount appears from the annual report of SKAKO A/S which is the administrative company of the joint taxation.

### 16 Related parties with controlling interest

SKAKO A/S, Faaborg, 100% ownership, is the only related party with a controlling interest.

Related parties with significant influence are the Company's Executive Board, Board of Directors and their related parties.

Furthermore, related parties are companies in which the above persons have significant interests.

Transactions with related parties are only disclosed if they have not been in accordance with the arm's length principle. All transactions have been on arm's length conditions.

**17 Group relations**

Name and registered office of the Parent preparing consolidated financial statements for the largest group:  
SKAKO A/S, Faaborg.

Name and registered office of the Parent preparing consolidated financial statements for the smallest group:  
SKAKO A/S, Faaborg.

# Accounting policies

## Reporting class

This annual report has been prepared in accordance with the provisions of the Danish Financial Statements Act governing reporting class C enterprises (medium).

The accounting policies applied to these financial statements are consistent with those applied last year.

## Consolidated financial statements

Referring to section 112 of the Danish Financial Statements Act, no consolidated financial statements have been prepared.

## Recognition and measurement

SKAKO Concrete develops, designs and sells a versatile high-end product range of all types of concrete batching plants for readymix, precast and jobsite plants. The main focus is on plant sales with a strong after sales division.

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

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

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

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

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

## Foreign currency translation

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

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the rates at the time when the receivable or

the debt arose are recognized in financial income and expenses in the income statement.

Fixed assets acquired in foreign currencies are measured at the transaction date rates.

### **Derivative financial instruments**

Changes in the fair values of derivative financial instruments that are designated and qualify as hedges of expected future transactions are recognized in retained earnings under equity as regards the effective portion of the hedge. The ineffective portion is recognized in the income statement. If the hedged transaction results in an asset or a liability, the amount deferred in equity is transferred from equity and recognized in the cost of the asset or the liability, respectively. If the hedged transaction results in an income or an expense, the amount deferred in equity is transferred from equity to the income statement in the period in which the hedged transaction is recognized. The amount is recognized in the same item as the hedged transaction.

### **Income statement**

#### **Revenue**

Revenue is recognized over time or at a point in time. Revenue is recognized over time when an asset on behalf of a customer is created with no alternative use and SKAKO has an enforceable right to payment for performance completed year to date, or the customer obtains control of a Plant or product and thus has the ability to direct the use and obtain the benefit from the Plant or product.

Plant sales are negotiated contracts to design and concrete batching plants and conveying equipment for customers. Revenue will be recognized over time, as the above criteria are met, using "the percentage of completion method"

The proportion of revenue to be recognized in a particular period is calculated according to the percentage of completion of the project. For most contracts this is measured by reference to the costs of performing the contract incurred up to the relevant balance sheet date as a percentage of the total estimated costs of performing the contract. Reference to cost is assessed to be the most appropriate method as incurred hours and material costs are the value drivers for the projects. The sales value agreed in the contract is recognized over the contract period using above method.

Contracts where the recognized revenue from the work performed exceeds progress billings are recognized in the balance sheet under assets.

Contracts for which progress billings exceed the revenue are recognized under liabilities. Prepayments from customers are recognized under liabilities.

If it is likely that the total costs in relation to a construction contract will exceed the total revenue on a specific project, the expected loss is recognized immediately in the income statement in the current period.

SKAKO Concrete sells a range of spare parts and products as Aftersales to the Plants sales. Revenue is recognized when control of the products has transferred, being when the products are delivered to the customer. Delivery occurs when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the customer, and SKAKO has objective evidence that all criteria for acceptance have been satisfied.

Revenue from the service contracts is recognized in the period in which the services are provided based on amounts billable to a customer. For fixed price components in the contract, revenue is recognized on a straight-line basis over the course of a year, while for variable components revenue is recognized based on usage of units, and price lists according to the contract

**Production costs**

Production costs comprises costs incurred to achieve revenue for the year. Cost comprises raw materials, consumables, direct labor costs and indirect production costs such as maintenance and depreciation, etc., as well as operation, administration and management of factories.

Research and development costs and government grants is included in production costs. Research costs are always recognised in the Income Statement in step with the incurrence of such costs.

Development costs include all costs not satisfying capitalization criteria, but incurred in connection with development, prototype construction and development of new business concepts.

Direct and indirect research and development incentives in terms of tax incentives and other grants and subsidy schemes for research and development. Grants are offset against research and development costs. Government grants are recognised when there is reasonable certainty that the conditions for such grants are satisfied and that they will be awarded.

**Distribution costs**

Distribution expenses comprise costs in the form of salaries to sales and distribution staff, advertising and marketing expenses as well as operation of motor vehicles, depreciation, etc.

**Administrative expenses**

Administration expenses comprise costs in form of salaries to administration staff and management, office expenses, operation of motor vehicles, depreciations etc.

**Other operating income**

Other operating income comprises income of a secondary nature as viewed in relation to the Entity's primary activities.

**Income from investments in group enterprises**

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

**Other financial income from group enterprises**

Other financial income from group enterprises comprises interest income etc on receivables from group enterprises.

**Other financial income**

Other financial income comprises dividends etc received on other investments, interest income, including interest income on receivables from group enterprises, and other financial income.

**Financial expenses from group enterprises**

Financial expenses from group enterprises comprise interest expenses etc from payables to group enterprises.

**Other financial expenses**

Other financial expenses comprise interest expenses, including interest expenses on payables to group enterprises, and other financial expenses

**Tax on profit/loss for the year**

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognised in the income statement by the portion attributable to the profit for the year and recognised directly in equity by the portion attributable to entries directly in equity.

The Danish subsidiaries of the SKAKO division are liable for tax of the jointly taxed income, etc. of the Group. The total amount appears from the annual report of SKAKO A/S which is the administrative company of the joint taxation. The tax effect of the joint taxation is allocated to enterprises in proportion to their taxable incomes

**Balance sheet****Intellectual property rights etc**

Goodwill acquired is measured at cost less accumulated amortization. Goodwill is amortized on a straightline basis over its useful life, which is assessed at 10 years

Software are measured at cost less accumulated depreciation and less any accumulated impairment losses. Deferred tax is calculated using the balance sheet liability method on temporary differences between the carrying amounts for financial reporting purposes and the amounts used for taxation 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 they are items previously entered in the statement of other comprehensive income.

Development projects, for which the technical rate of utilization, sufficient resources and a potential future market or application in the Group can be demonstrated and which are intended to be manufactured, marketed or used are recognized as completed development projects. This requires that the cost can be determined, and it is sufficiently certain that the future earnings or the net selling price will cover production, sales and administrative costs plus the development costs. Other development costs are recognized in the income statement when the costs are incurred. Development costs consist of salaries and other costs that are directly attributable to development activities.

Amortization of completed development projects is charged on a straight-line basis during their estimated useful life. Development projects are written down for impairment to recoverable amount, if lower. Development projects in progress are tested for impairment once a year.

The amortization profile is systematically based on the expected useful life of the assets, taking into account the remaining agreement period and consumption (unit of production method) at the time of implementation. The basis of amortization is reduced by impairment, if any.

Amortization takes place systematically over the estimated useful life of the assets which is as follows:

|                   |            |
|-------------------|------------|
| Development costs | 2-10 years |
| Software systems  | 2-10 years |

Intellectual property rights acquired are measured at cost less accumulated amortisation. Patents are amortised



on a straight-line basis over their remaining duration, and licences are amortised over the term of the agreement.

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

### **Property, plant and equipment**

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

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Interest expenses on loans raised directly for financing the construction of property, plant, and equipment are recognized in cost over the period of construction. All indirectly attributable borrowing expenses are recognized in the income statement.

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

|  |             |
|--|-------------|
| Buildings  | 10-40 years |
| Plant and machinery                              | 3-10 years  |
| Other fixtures and fittings, tools and equipment | 3-15 years  |
| Leasehold improvements                           | 3-10 years  |

Estimated useful lives and residual values are reassessed annually.

Items of property, plant and equipment are written down to the lower of recoverable amount and carrying amount.

### **Investments in group enterprises**

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

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

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

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

### **Deferred tax**

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes

on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets are measured at the value at which the asset is expected to be realized, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallize as current tax. Any changes in deferred tax due to changes to tax rates are recognized in the income statement or in equity if the deferred tax relates to items recognized in equity.

### **Inventories**

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

The net realizable value of inventories is calculated at the amount expected to be generated by sale of the inventories in the process of normal operations with deduction of selling expenses. The net realizable value is determined allowing for marketability, obsolescence and development in expected selling price.

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

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

### **Receivables**

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

### **Contract work in progress**

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

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

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

### **Tax payable or receivable**

Current tax liabilities and receivables are recognized in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme is recognized in the income statement in financial income and expenses.

**Prepayments**

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

**Cash**

Cash comprises cash in hand and bank deposits.

**Other provisions**

Other provisions comprise anticipated costs of non-recourse guarantee commitments, returns, loss on contract work in progress, decided and published restructuring, etc.

Other provisions are recognised and measured as the best estimate of the expenses required to settle the liabilities at the balance sheet date. Provisions that are estimated to mature more than one year after the balance sheet date are measured at their discounted value.

**Lease liabilities**

Lease commitments relating to assets held under finance leases are recognised in the balance sheet as liabilities other than provisions, and, at the time of inception of the lease, measured at the present value of future lease payments. Subsequent to initial recognition, lease commitments are measured at amortised cost. The difference between present value and nominal amount of the lease payments is recognised in the income statement as a financial expense over the term of the leases.

**Other financial liabilities**

Other financial liabilities are measured at amortised cost, which usually corresponds to nominal value.

**Cash flow statement**

With reference to section 86 (4) of the Danish Financial Statements Act, no cash flow statement is prepared.

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## Mikael Johansen

Statsautoriseret revisor

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