KK Group

Powering Change Towards a More Sustainable Tomorrow

Annual Report 2025

The Annual Report was presented and adopted at the Annual General Meeting of the Company on 17 March 2026.
Allan Gabriel Zandberg, Chair of the General Meeting

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KK Group Holding A/S and its subsidiaries are referred to throughout the report as "KK Group".

Management's Review

Chair and CEO letter

2025 was a strong year for our company. Amid a wind market challenged by geopolitical and macroeconomic forces, we continued to grow our revenue while also significantly improving our overall profitability and free cash flow.

At the same time, we completed the integration of Vestas' converter and controls business, and prepared to finalise the integration of Nissens Cooling Solutions. We launched our new strategy, Powering Change, and rebranded the company from KK Wind Solutions to KK Group, a forward-looking name that covers our core business in renewables, while encompassing the energy-intensive industries where we aim to grow our market share.

As part of our new strategy, we transformed our business into three business divisions supported by group functions. This new structure is aimed at creating a more diverse and resilient business going forward.

Delivering positive financial results during an ongoing period of economic uncertainty while transforming our business for the long-term is not to be underestimated. We humbly acknowledge the incredible contribution made by our almost 3,700 colleagues in delivering another year of strong commercial performance while maintaining high focus on quality, reliability and most importantly, safety.

Pernille Erenbjerg, Chair
Mauricio Quintana, CEO

Chair and CEO letter

(continued)

2025 highlights
During the year, we achieved several important milestones:

- In Power & Controls, we signed long-term framework agreements for the supply of converters and backup power solutions with key customers. We received a 100 MW order for Power Supply Units for the green hydrogen industry.
- In Cooling, we continued the ongoing integration of the recently acquired Nissens Cooling Solutions, generating positive top and bottom line growth numbers, paving the way for the ongoing process of full integration into the group.
- In Monitoring & Service, we generated record revenue which was driven by an increased focus on onsite service agreements with Original Equipment Manufacturers (OEMs) as well as asset operators, assisting with everything from installation to preventative maintenance.
- On a Group level, we opened a new factory in Bengaluru, India. Our largest manufacturing facility in Asia. In addition, we established a new US regional division to accelerate the company's operations in the world's second largest wind market.

In addition to the above, we made progress towards our sustainability ambitions and set new near-term greenhouse gas emission reduction targets, which were approved by the Science Based Targets Initiative.

Finally, but most importantly, we made our workplace safer. We made significant improvements across both the incident and lost time injury rates, a result we are particularly proud of.

Looking ahead to 2026
Going forward, we expect that the headwinds we faced in 2025 will continue to impact our business in 2026. We expect the wind industry to remain challenged by factors including the end of the tax credits in the US as well as speed of permitting in Europe. This only underlines the importance for KK Group to continue to diversify our business to increase resilience.

Despite market challenges, the fundamentals of our business remain strong. In Europe, the success of recent offshore auctions sends a positive signal to the industry. In the US, we will continue to increase our customer value proposition for the growing service and aftermarket business for onshore wind.

With our new strategy and the organisation in place, we are well positioned to deliver on our long-term strategic ambitions.

We express our sincere gratitude to our valued customers, suppliers and other partners for continuing to place your trust in working together with KK Group. We are looking forward to continuing our partnership in 2026 and beyond.

Pernille Erenbjerg
Chair of the Board
of KK Group

Mauricio Quintana
CEO of KK Group

Highlights

KK Group at a Glance

KK Group is a global leader in power, controls, cooling, monitoring and service solutions for renewable energy and energy-intensive industries. From humble beginnings in Denmark, we are today a diverse team of more than almost 3,700 people across 10+ countries around the world.

With decades of expertise in power, controls, cooling, and monitoring, we enable renewables to electrify societies and drive industrial energy efficiency.

Our expertise spans the full value chain — from development and manufacturing to service and digital solutions — supporting the entire lifecycle of our customers' assets.

Backed by our long-term owner, A.P. Møller Holding, we are building on our strong foundation in the wind industry and expanding into energy-intensive industries such as hydrogen, mining, rail, and defence.

By engineering, manufacturing, and servicing technologies, we are *Powering Change* towards a more sustainable tomorrow.

300

GW of the global installed wind capacity is equipped with our solutions

120,000

wind turbines installed globally are equipped with our solutions

70+

Patent families

45+

years of experience delivering solutions for renewables

50+

years of experience in cooling solutions for industrial applications

Ownership

A.P. MØLLER

Key customers across product offerings

Ørsted

Vestas

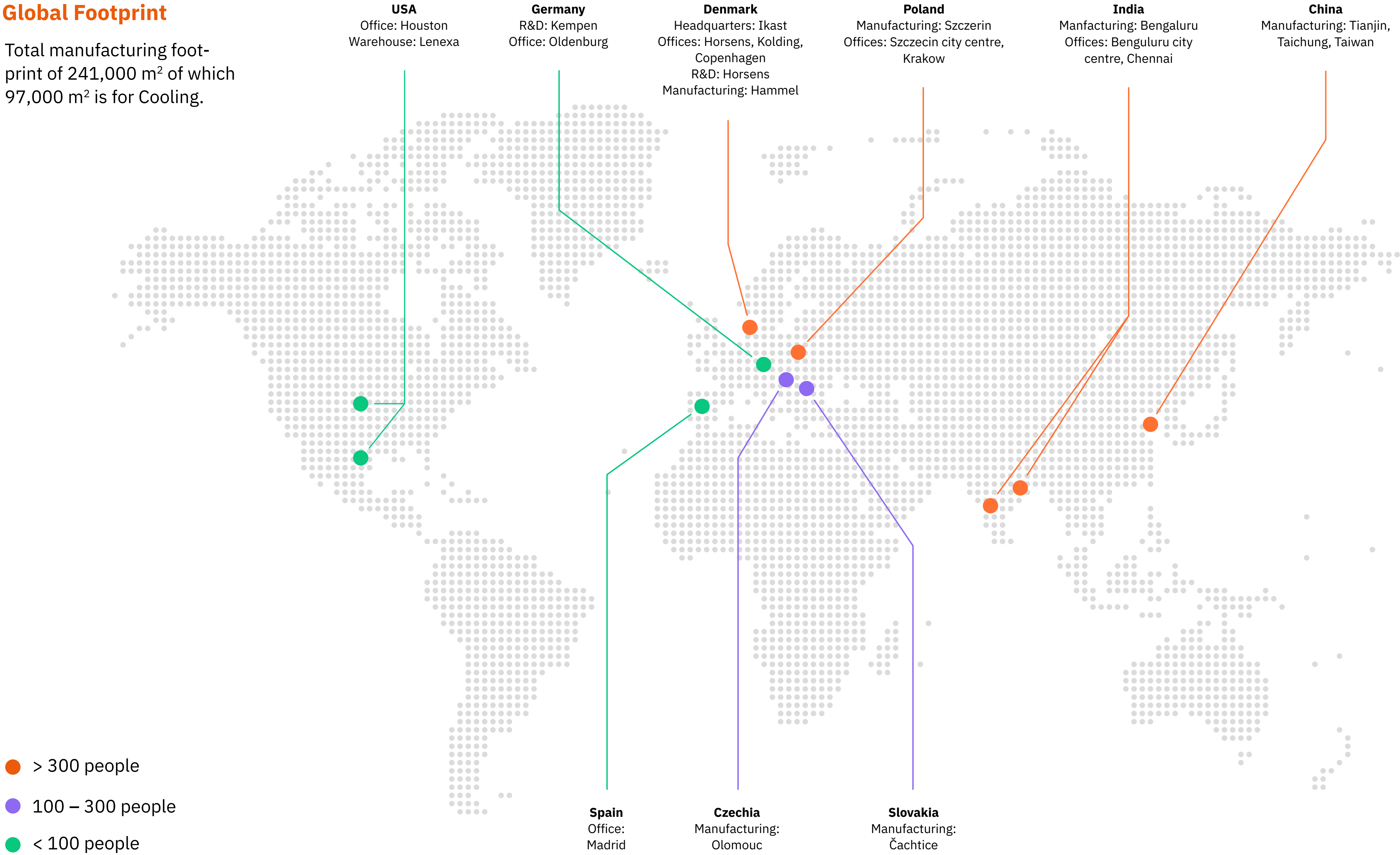
LIEBHERR

SIEMENS Gamesa RENEWABLE ENERGY

Stiesdal

Global Footprint

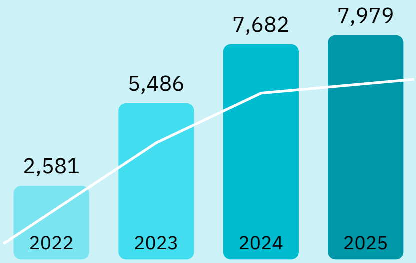
Total manufacturing footprint of 241,000 m² of which 97,000 m² is for Cooling.



Financial Highlights

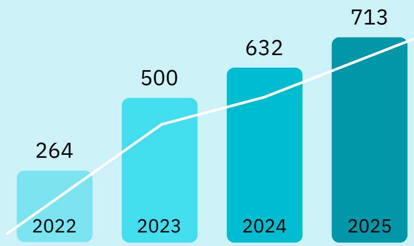
Revenue
in mDKK

7,979



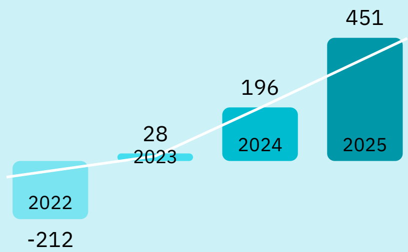
Normalised EBITDA
in mDKK

713



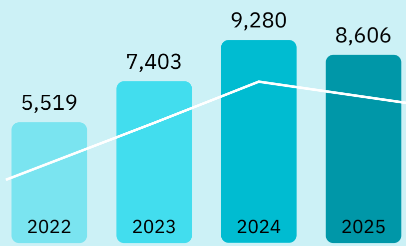
Free Cash Flow
in mDKK

451



Total Assets
in mDKK

8,606

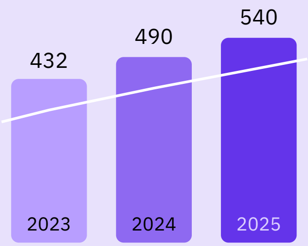


Sustainability Highlights

Emissions avoided

(Million tonnes CO_2e)

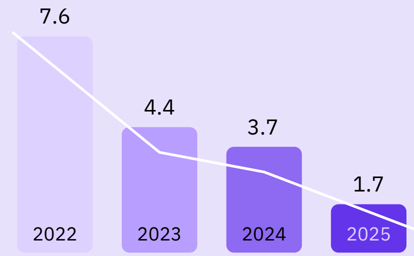
540



TRIR

(Total Recordable Incident Rate)

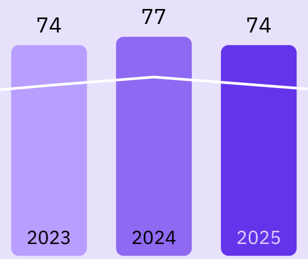
1.7



Employee engagement

(%)

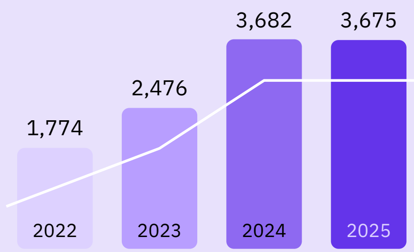
74



Number of employees

(Headcount at year-end)

3,675



Five-year Summary

Information about presentation and preparation of the Annual Report

The Annual Report has been prepared in accordance with IFRS as adopted by the EU, including additional requirements for class C large enterprises of the Danish Financial Statements Act.

Our Business Model on page 16, the Sustainability performance on pages 35-44 and the Consolidated Sustainability Statement on pages 45-55 fulfill the Danish Financial Statements Act 99b requirements.

Amounts in kDKK	2025	2024	2023	2022	2021
Income statement					
Revenue	7,979,297	7,682,161	5,486,054	2,581,240	2,550,148
Normalised result before depreciation, amortisation, and impairment losses, etc. (Normalised EBITDA)	713,364	631,511	499,603	264,494	368,490
Result before depreciation, amortisation, and impairment losses, etc. (EBITDA)	674,269	486,662	474,727	223,043	364,172
Result before amortisation and impairment losses on intangible assets (EBITA)	479,574	265,904	341,559	164,622	318,422
Result before financial items (EBIT)	224,846	-2,809	107,955	-11,698	170,376
Financial items, net	-222,163	-292,910	-164,829	-67,876	-29,063
Result for the year	**6,078**	**-226,134**	**-51,668**	**-55,329**	**101,853**
Balance sheet					
Total assets at 31 December	8,605,683	9,280,259	7,403,071	5,519,231	4,139,431
Total equity at 31 December	1,821,589	2,226,224	2,406,315	1,514,831	1,577,725
Cash flow statement					
Cash flow from operating activities	705,322	363,422	1,261,811	-48,325	393,079
Purchase of property, plant, and equipment	-101,951	-51,499	-41,932	-58,927	-47,141
Financial ratios					
Net margin	0.1%	-2.9%	-0.9%	-2.1%	4.0%
Return on invested capital	4.1%	-0.1%	2.4%	-0.3%	6.2%
Solvency ratio	21.2%	24.0%	32.5%	27.4%	38.1%

For definitions of financial ratios, please refer to note 1.1 General Accounting Principles in the consolidated financial statements.

Financial Review

In 2025, KK Group continued its strategic transformation, completing the integration of the Vestas converter and control business acquired in 2023 and continuing the integration of the Nissens Cooling Solutions acquired in 2024. The integrations also supported significant footprint changes carried out during the year, alongside process improvements, efficiency initiatives, and procurement savings. Together, these efforts strengthened profitability and enabled the Group to deliver a positive profit before tax.

Revenue
KK Group's revenue reached 7,979 mDKK, a growth of 3.9%, exceeding the expectations in last year's outlook. The growth was driven by our continued focus on diversification, especially by significant growth in our Monitoring & Service business and as well by strong commercial performance across our diverse product and service offerings.

EBITDA
EBITDA reached 674 mDKK, a 39% increase from last year. The EBITDA margin is negatively impacted by one-off costs related to the continued integration of acquisitions, in 2025 totalling 39 mDKK compared to 145 mDKK in 2024. Adjusted for these one-off costs incurred to ensure long-term growth and value creation, EBITDA (normalised) improved by 13% from 632 mDKK in 2024 to 713 mDKK in 2025.

EBIT
EBIT turned positive in 2025 by 225 mDKK compared to negative 3 mDKK in 2024. The EBIT level is a record in KK Group history, and the number still includes negative impact from ongoing integrations as well as high amounts of amortisations related to acquisitions from previous years.

Net Financial Items
Net financial costs amounted to -222 mDKK in 2025 compared to -293 mDKK in 2024. The financial items are mainly influenced by the borrowings related to the acquisitions made in previous years. The decline in net financial costs in 2025 was primarily driven by a significant reduction in global interest rates, lowering both borrowing and supply-chain-financing costs, and by a materially reduced impact from adverse currency fluctuations.

Result for the Year
KK Group achieved a positive result after tax of 6 mDKK in 2025, a significant improvement from the -226 mDKK reported in 2024, and better than last year's outlook, which anticipated a negative result. The result indicates that KK Group is progressing toward improved profitability, despite the short-term negative impact from the ongoing integration of acquired companies.

Cash Flow from Operating Activities
Cash flow from operating activities was 705 mDKK, with a free cash flow of 451 mDKK, compared to 363 mDKK and 196 mDKK in 2024. The increase is a result of a combination of improved profitability and continued efforts to reduce the net working capital.

Equity
The year-end 2025 equity of 1,822 mDKK provides a solvency ratio of 21% compared to 24% in 2024. In 2025, KK Group has made a dividend payment of 300 mDKK to the owners, and still maintaining a solid foundation for continued growth and investment.

Financial outlook 2026

In 2026, we anticipate modest growth as the wind industry is expected to remain challenged, but we keep a continued focus on diversifying the business and improving profitability.

Revenue is expected to range between 7,580 and 8,370 mDKK. KK Group is expected to achieve an EBITDA margin of 8-10% (normalised EBITDA margin 9-11%).

Sustainability Review

In 2025, we continued to make progress towards our sustainability ambitions. We launched a new sustainability strategy with key targets guiding our work towards 2035 and beyond. We improved our policy framework by launching new people and supplier code of conducts.

As the majority of our products supports the generation of renewable wind power, our business is proud to contribute to energy security and the necessary green transition, supporting the avoidance of 540 Mt GHG emissions during 2025, up from 490 Mt in 2024.

Smart for the PLANET
With the approval of our near-term greenhouse gas emission reduction targets by the Science Based Targets Initiative, we have now started the implementation of our climate transition plan.

The energy consumption at KK Group continue to shift towards renewable energy, with 59% of the energy consumption in 2025 coming from renewable sources, up from 58% in 2024. This is mainly driven by sourcing 100% of our electricity from renewable sources.

Care for PEOPLE
During 2025, we initiated a human rights impact assessment to map our current due diligence performance as well as performance when it comes to known salient human rights issues in the wind industry.

The employee turnover rate ended at 20% down from 27% in 2024 where the numbers were extraordinarily high due to the integration of the aquired Nissens Cooling Solutions.

The gender diversity in senior management has been flat at around 13% within the last three years and is now called out as a target effort to triple the number of females in senior management towards 2035.

KK Group's focus on health and safety continued with no fatalities in 2025 and a lost time injury frequency rate of 0.77 down from 1.68 in 2024.

INTEGRITY in action
In the beginning of 2026, we launched new mandatory human rights and business ethics training to build awareness among our employees of our new, updated people code of conduct.

	Unit	2025	2024
Smart for the PLANET			
Energy consumption	MWh	44,358	44,611
Share of renewable sources in total energy consumption	%	59%	58%
Share of renewable electricity	%	100%	100%
Gross GHG, Scope 1 and 2, market-based	Tonnes	3,542	3,634
Gross GHG, Scope 3	Tonnes	395,868	410,269
Total GHG emissions, market-based	Tonnes	399,410	413,903
GHG emissions avoided	Million Tonnes	540	490
Care for PEOPLE			
Number of employees by headcount at year-end	Number	3,675	3,682
Employee turnover rate	%	20%	27%
Share of underrepresented gender in Senior Management	%	13%	15%
Fatalities linked to work related injuries or illness	Number	0	0
Lost Time Injury Frequency Rate (LTIFR)	Rate	0.77	1.68
INTEGRITY in action			
Share of underrepresented gender in the Board of Directors	%	40%	40%
Incidents of corruption or bribery	Number	0	0

People Powering Change

Our 3,700 colleagues are our most important assets. Throughout this report, selected colleagues from across the company share how they are bringing our new strategy, Powering Change, to life in their daily work.

Himanshu Gupta joined KK Group in 2020, bringing a strong technical background and a deep interest in how complex systems integrate. He began as a Technical Project Manager and transitioned into a System Engineering role within the Power & Controls division.

Himanshu's daily responsibilities center on turning complex systems into manageable, clearly defined sub-systems that can be developed and integrated into robust solutions. His focus on improving design quality by verification, validation, and disciplined technical reviews strengthens our long-standing expertise in both project management and manufacturing quality.

To Himanshu, system engineering is defined by its broad perspective. It goes beyond focusing on one product or function and requires seeing how every component influences the next—and how decisions in one part of the system ripple across the whole.

Himanshu's journey mirrors our strategic transition from executing customer-defined solutions to taking greater ownership through build-to-spec projects. This shift enables us to deliver more value while raising expectations for engineering quality and system-level responsibility.

Our Business

Business Model

KK Group is a global leader in delivering power, controls, cooling, monitoring and service solutions critical for enabling the widespread adoption of renewable energy and increasing the efficiency of energy-intensive industries.

Our flexible and global workforce has experience spanning the full value chain from development and manufacturing to service and digital solutions, supporting the entire lifecycle of our customers' assets.

Our three business divisions, Power & Controls, Cooling, and Monitoring & Service target specific industrial segments and will drive our growth journey, with the support of our group functions.

A global technology partner
We simplify complexity for our customers by delivering innovative engineering solutions on time and with the highest quality standards.

Over the last decade, our customers entrusted us with a larger share of their design work, moving from mainly delivering Build-to-Print (BtP) to having a large share of Build-to-Spec (BtS) and design projects.

We constantly challenge ourselves to innovate and develop our own proprietary products, benefitting our customers and helping optimise costs and improve industrial competitiveness.

Our key customers are served directly through account management teams. Each business division takes responsibility for different industry segments. In addition, we sell to channel partners allowing us to reach geographies and end segments that we do not serve directly.

As our customers seek cost-effective regional solutions, we offer a global, integrated value chain that meets these demands.

With cutting-edge manufacturing and testing facilities across Europe and Asia, we offer cost-effective solutions without compromising quality.

Industrialisation of the wind industry
Going forward, we are committed to supporting the necessary industrialisation of the wind industry. As wind turbines have increased in size and power output, OEMs have begun to focus on developing modular, standardised solutions that are easy to transport, install, operate and service. We work closely with customers to co-develop technologies in line with their requirements for quality and reliability, using standardised components. Together, we can achieve economies of scale by leveraging our manufacturing capabilities and global supply chain of more than 750 electrical and mechanical suppliers, enabling the sourcing of components at competitive prices and reducing the cost of energy.

Supported by a flexible and globally mobile workforce of highly skilled engineers and technicians, we take a proactive approach to turbine operations and maintenance. Our teams support the full lifecycle of a wind turbine, from prototype testing, pre-commissioning, and high-voltage services during installation, to predictive maintenance, spare-part supply and repair, retrofit solutions, and turbine upgrades.

Strategy

Powering Change towards a more sustainable world.

In 2025, we launched a new strategy - Powering Change. This strategy guides us on a journey to become a more resilient, diversified, and global technology partner.

As part of the new strategy, we aim to accelerate investment to solidify our customer value proposition and to diversify within our core wind business, repurpose existing wind products in other industries to expand our role across the energy transition value chain.

To better serve our customers, we have adjusted our organisation to work more efficiently and drive scale across our business. Our three business divisions will enable our company to address critical needs across the global energy system, from energy generation and storage to grid connection, monitoring, and lifecycle services. We aim to align product offerings, operational footprint, and customer experience, driving scale, efficiency, and growth opportunities to better support our customers throughout the lifecycle of their operating assets.

Finally, by changing our company name to KK Group, we act as one company across all business units, including recently acquired companies.

Strengthen our position in wind and renewables
The wind industry is and will remain the largest segment for our business going forward. The recent addition of cooling and monitoring technologies has supplemented and strengthened our core product offerings to wind OEMs. In addition, we are expanding our monitoring and service offerings to increase our value proposition to asset owners.

In 2025, we established a US region, where we aim to capture a larger share of the onshore business by supporting OEMs and asset owners alike.

Expand into other sectors and industries
Our new strategy emphasises diversification to enhance our long-term resilience. We are repurposing core technologies from Power & Controls to industries such as hydrogen and battery energy storage.

Diversification also includes unlocking growth opportunities with asset owners and industrial customers. The addition of cooling and monitoring technologies has strengthened our presence in new energy-intensive industries, where high-temperatures and rotating machinery calls for cooling and monitoring sensors. We aim to invest and innovate our product portfolio and expand our sales footprint to scale our presence in our industrial business.

At the same time, we will establish scalable hardware platforms across our wind, hydrogen, and battery energy storage technologies to deliver high reliability, extended lifecycles, and seamless connectivity with our digital services.

Accelerate focus on product development
We have a strong track record of manufacturing systems for customers based on their own design specifications. As the wind industry continues its vital journey of industrialisation, the standardisation and modularisation of component manufacturing have become critical to reducing the cost of energy. Moving forward, we will place greater emphasis on co-development projects with our key customers and expand our portfolio of proprietary intellectual property products.

Looking ahead, we will broaden our portfolio through the development of advanced digital solutions, strengthening and driving our service business. Our digital solutions are designed to meet the highest standards for cybersecurity requirements, and we will continue to invest in this critical area going forward.

Market Outlook

Through our technologies, our company plays a critical role in enabling the electrification of society and addressing emerging challenges facing the global energy market related to energy security, energy efficiency, and the transition to more sustainable industrial systems.

Today's geopolitical volatility and economic complexity create a landscape of both risk and opportunity for our company. The anticipated growth in the wind industry is driven by the imperative to strengthen energy security, enhance the competitiveness of strategic industries, and accelerate climate action. At the same time, market dynamics are shifting, with greater emphasis on domestic industrial capacity, local content requirements, and higher sustainability standards.

Regulatory initiatives such as the Net-Zero Industry Act, together with expanded public funding for innovation, are helping to unlock new avenues for growth and reinforce long-term industry development.

Solid fundamentals for wind

Despite the current macro-economic challenges facing the wind industry, the fundamentals are solid and will remain the largest segment for our business going forward. Global installations (excluding China) are expected to grow at approximately 9% CAGR through 2034[1], while global electricity demand is expected to grow by 3% CAGR during the same period. However, the near- to mid-term outlook has softened, and growth trajectories among wind OEMs are mixed and uneven.

Onshore wind has been revised down, primarily reflecting a weaker US outlook. Despite these adjustments, underlying onshore demand remains resilient, and total installed capacity is still expected to grow by 6% CAGR by 2033[1].

Offshore wind has experienced more significant cuts versus earlier forecasts, with the cumulative outlook reduced largely due to weaker projections in the EU and US. Permitting delays, cost inflation, and uncertain policy signals continue to constrain development. Nonetheless, the offshore market is still projected to grow 18% CAGR by 2033[1], offering significant opportunities for our company given our strong track record in offshore wind.

Overall, while the long-term growth case for wind remains intact, the sector is navigating mid-term volume cuts, policy headwinds, and ongoing margin pressure, resulting in a more cautious and uneven OEM recovery path.

Industrial opportunities

A significant untapped market exists beyond wind, offering diversification opportunities through stronger positions in adjacent industries such as rail, mining, defence, and construction. At the same time, expanding the aftermarket and service business may enhance customer retention and drive higher profitability.

The growing importance of cybersecurity

A resilient and independent energy system safeguards against disruptions that may cripple industries and critical infrastructure.

Modern energy infrastructure is increasingly digital, integrating advanced technologies such as AI and data optimisation. While these innovations enhance efficiency, they also introduce new vulnerabilities, including cybersecurity threats.

Going forward in 2026 and beyond, protecting critical energy assets from interference and shutdown will continue to be a key priority for OEMs and asset operators.

[1]Wood Mackenzie Global wind power market outlook update: Q3 2025

Power & Controls

Our Power & Controls division delivers integrated power conversion, control and backup systems tailored to meet customer requirements.

Our solutions are the preferred technology of manufacturers, asset owners, and operators in the wind and growing green hydrogen and battery energy storage industries.

Power & Controls' solutions directly support the renewable energy transition through enabling the production of wind energy, green hydrogen generation and energy storage.

Since our foundation, the converters and controls systems we manufacture have been installed in more than 164 GW of installed wind turbine capacity, of which more than 25 GW were installed during 2025.

2025 progress
In 2025, we made progress towards our goals. We achieved revenue of 5,800 mDKK, slightly down from 5,900 mDKK in 2024.

We signed long-term supply contracts for new converters and power backup technologies with our key customers in the wind industry.

We strengthened our partnership with key customers on technology and product development to ensure that future power systems are more competitive, using strong, proven technology and innovative solutions in converters, control panels, power backup, and SCADA (Supervisory Control and Data Acquisition) systems.

We expanded our green hydrogen activities with additional framework contracts and we currently have a 10 percent market share in Europe, where we, amongst other, are delivering the power supply unit for a 100MW project, one of Europe's biggest green hydrogen plants under construction in Germany.

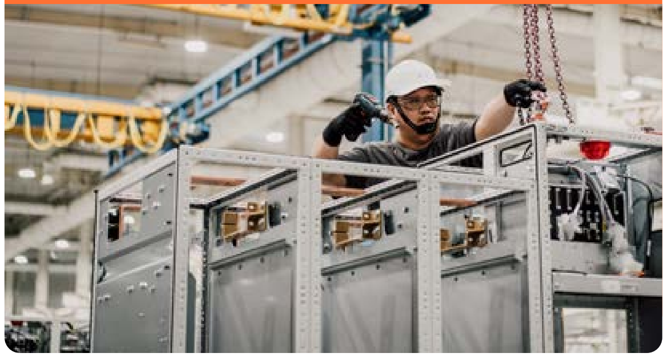
2026 outlook
Going forward, we will continue to focus on delivering value to our key customers in wind, while accelerating the development of new solutions to capture new wind OEMs both within and beyond Europe.

We will continue to invest in the development of our own technology (KK IP), including MultiCon power backup systems, PtX rectifiers and light-weight bionic solutions to enable the replacement of copper with aluminium in power converters. These new technologies enable us to diversify our business towards a more diverse customer base and into multiple industries, creating a more resilient business.

We will leverage strategic partnerships to accelerate innovation enabling business diversification into adjacent power-electronics segments including battery energy storage systems (BESS), and other grid applications.

"The solid results we delivered in 2025 were driven by the close partnership we have with our strategic customers. Going forward, we aim to continue to deliver value for our customers while developing new technologies to broaden our customer base beyond wind to generate growth and secure long-term resilience of our company."

René Balle,
President, Power & Controls



Cooling

The Cooling division, formerly Nissens Cooling Solutions, was acquired in 2024. The division designs and supplies advanced cooling and thermal management systems for the wind industry and other energy-intensive industrial applications globally.

The division delivers complete system solutions, including integrated cooling systems and individual coolers, tailored to customer-specific requirements. With a strong focus on system-level performance, the Cooling division enables higher efficiency, reliability, and uptime in demanding operating environments.

Cooling products are based on proprietary technologies that outperform traditional plate-and-bar solutions. These innovations reduce material usage, energy consumption, and production time, strengthening both cost competitiveness and sustainability performance.

All cooling solutions and heat exchangers are manufactured from aluminium. Through optimised design and reduced material intensity, the division reduces GHG emissions while improving resource efficiency and scalability.

2025 progress
In 2025, the Cooling division delivered solid progress against its strategic objectives. Revenue increased to 1,100 mDKK from 1,000 mDKK in 2024.

Growth was driven by increased market share in key industrial segments, including mining, construction, and defence, reinforcing the Cooling division's role as a central pillar in the Group's diversification strategy. At the same time, the product portfolio was strengthened, and operational efficiency improved, laying the foundation for continued innovation and scalable growth.

Alongside top-line growth, profitability improved significantly. This was achieved while continuing the integration of the cooling business into the Group, marking an important step in building a stronger and more resilient Cooling division.

Technology development
During the year, the division launched the Multi Valve Block, a thermal management system designed for a new generation of powertrain applications, including batteries, motors, and inverters. This marks an important expansion of the Cooling divsion's capabilities into electrified and high-energy systems.

2026 outlook
Looking ahead, the Cooling division will increase its market share in wind, expand its aftermarket and service offerings, and strengthen its position in selected industrial segments.

In a largely commoditised market, future growth will be driven by cost efficiency, quality, and a continued shift toward system-level solutions. Expanding aftermarket services and entering new industries, including Battery Electric Vehicles, will support both growth and diversification while increasing resilience across market cycles.

"In 2025, the Cooling division delivered solid growth while conducting its integration into the Group. This confirms the strength of our platform and our ability to scale. With significant opportunities beyond wind, our clear ambition is to become a preferred thermal management partner for high-energy industrial applications globally."

Kenneth Svinth,
President, Cooling

Monitoring & Service

The Monitoring & Service division offers an integrated portfolio of monitoring technologies and operational services that enhance the reliability, performance, and lifetime of wind turbines and eneregy-intensive industries.

Data-driven insights, spare parts, and the expertise to deploy them are crucial for ensuring predictable operations, reduce downtime and maximise production of energy and ensuring electrification of industries globally.

We support customers with offerings, including condition and vibration monitoring, predictive maintenance tools, spare parts, high-voltage services, field technicians, repairs, performance-boosting retrofits and upgrade projects and engineering support.

Our highly skilled technicians take a proactive approach to operations and maintenance. We prioritise safety and maintain the highest quality standards in all operations.

2025 progress
In 2025, the division made progress towards our strategic objectives. Revenue increased to 900 mDKK, from 645 mDKK in 2024. This result was achieved by an increased focus on onsite service agreements with OEMs as well as asset operators, assisting with everything from installation, retrofits and preventative maintenance.

In collaboration with colleagues from our US region, we signed a spare parts supply agreement with one of the largest utility providers and asset operators in the United States.

At our factory in Hammel, Denmark, we significantly increased the production capacity of the PCH 1026 Mk 3, a digital monitoring solution installed in more than 120,000 wind turbines around the world.

During 2025, we transformed the division to support sustainable growth and create a more cohesive and competitive product and service portfolio. We also enhanced our repair and warranty processes to deliver faster and more tailored customer support.

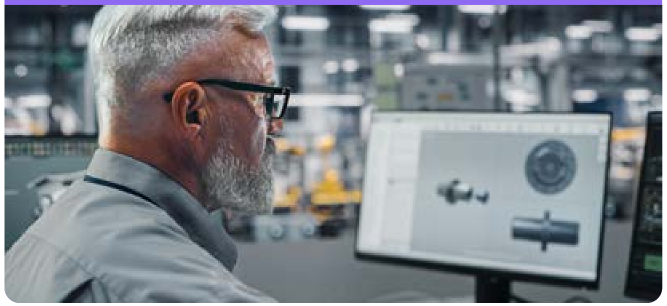
2026 outlook
Going forward, we aim to expand the product and service portfolio by developing new monitoring products and digital solutions to drive the future spare parts and service business. We will also grow new business opportunities with asset operators and industrial customers, both in the US region and in the rest of the world.

Industrial diversification remains limited to safety sensors for rotating machinery. Revamping our product portfolio and expanding our sales presence in the market are key to grow the industrial business.

We will enable scalable hardware platforms across own technologies in wind, hydrogen and battery energy storage. This will ensure high reliability, long lifecycle and seamless connection to our digital services.

"2025 was a record year for Monitoring & Service. Through the close collaboration with our customers, we continued to create significant value and underline the potential of the division. Going forward, we aim to provide even greater value-adding services and capture the market within downtime reduction and increase in energy production for asset operators."

Mads Sckerl,
President, Monitoring & Service



People Powering Change

Our 3,700 colleagues are our most important assets. Throughout this report, selected colleagues from across the company share how they are bringing our new strategy, Powering Change, to life in their daily work.

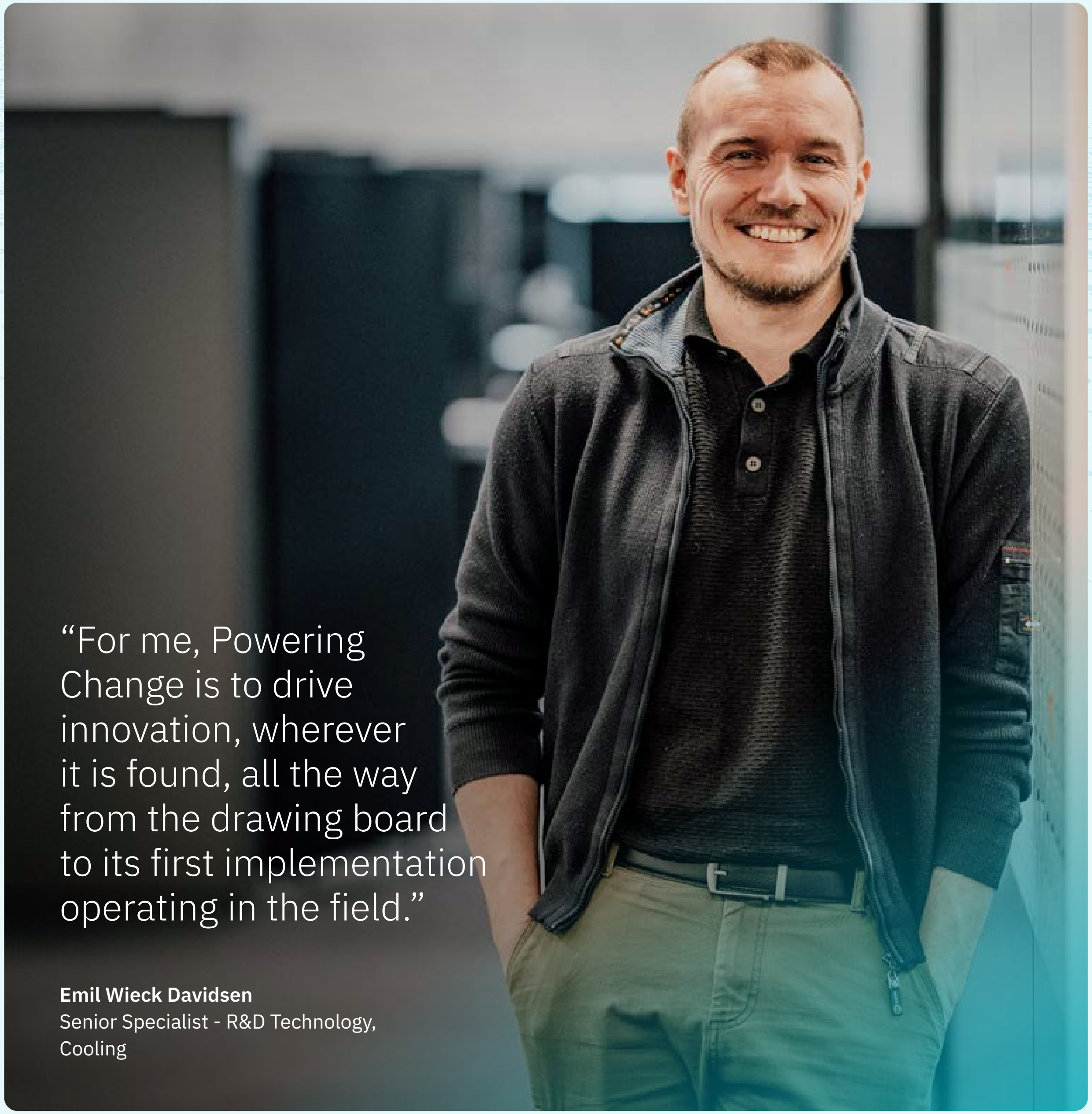
Emil Wieck Davidsen joined Nissens Cooling Solutions in 2018. He has an engineering background and works as a R&D Specialist in the Technology department within our Cooling Division.

Emil was among the first to take on the challenge of designing a thermal management system for a new generation of electrified vehicles. With a strong technical mindset and a drive to turn ideas into practical solutions, Emil began sketching the early concepts that would later become the recently released Multi Valve Block.

In his work, Emil focuses on shaping robust and compact solutions that enable industrial vehicles to transition into electrification. The Multi Valve Block – developed in close collaboration with colleagues – optimises battery performance and plays a central role in the cooling system, where electrification and thermal management meet. Though small in size, the component has a significant impact, supporting reduced fuel use, quieter operation, and lower emissions in heavy-duty applications.

For Emil, innovation begins with curiosity and persistence. From early concept sketches to refined design, his approach reflects the importance of teamwork and technical dedication in turning complex challenges into reliable, high-performing solutions.

Emil's contribution also highlights the strength of our Cooling Division, and our ability to combine new capabilities with deep expertise.



Risk Management

Risk Management Governance

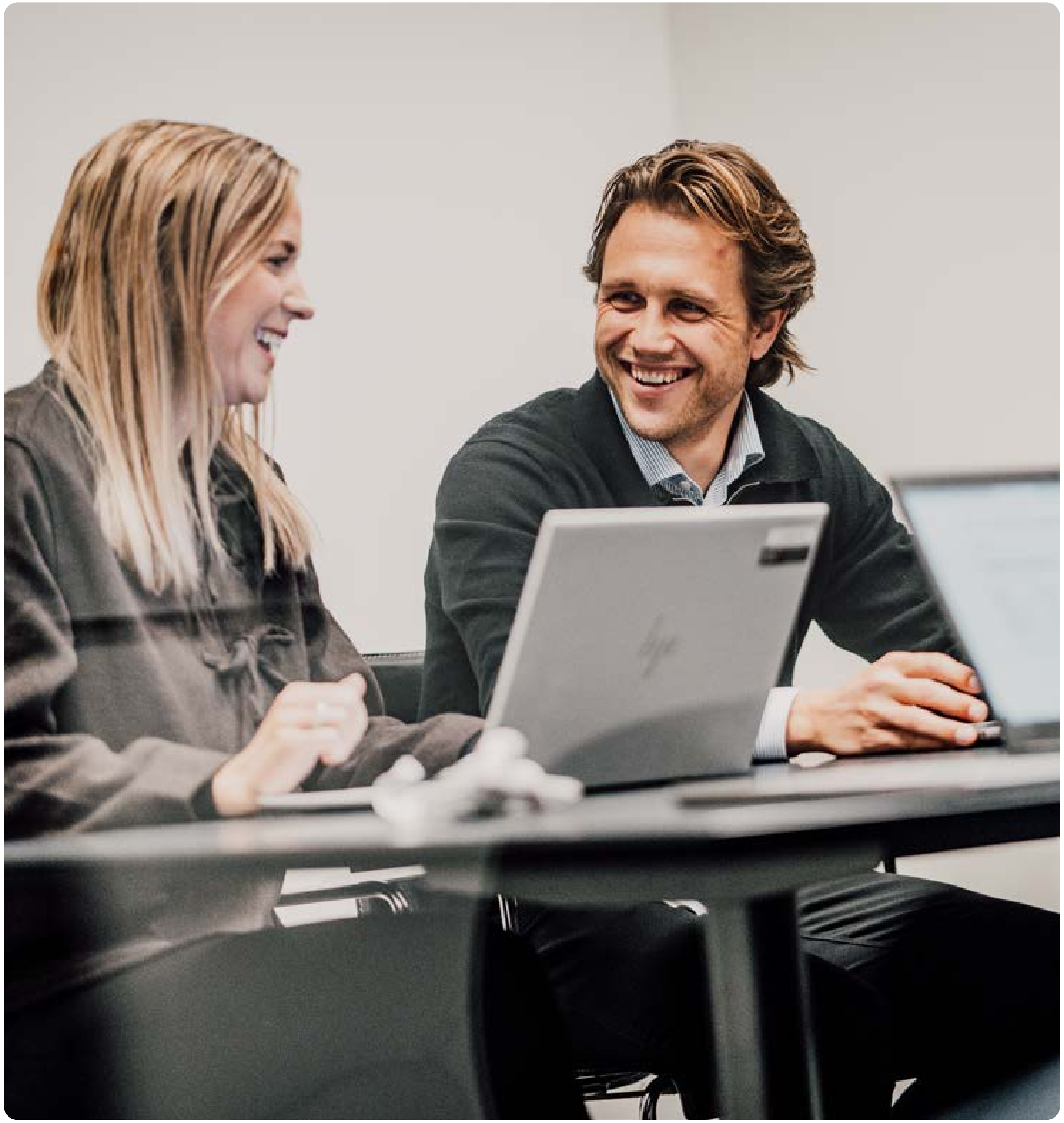
The Board of Directors are responsible for risk oversight, and the Audit Committee assesses the effectiveness of the risk management processes.

The Executive Leadership Team ensures that the organisation has effective risk management and internal control procedures in place.

The governance structure for risk management is designed to ensure a clear, systematic approach to risk identification and mitigation. Risks are identified through ongoing monitoring and input from various departments, with a focus on key risk areas.

Once identified, risks are assessed based on their potential impact and likelihood, and appropriate strategies for mitigation are developed. These strategies are then implemented through established processes and regularly monitored to ensure their effectiveness.

Enterprise Risk Management is handled in cooperation between relevant functions and the Executive Leadership Team to ensure alignment with strategic goals and compliance requirements, fostering a culture of proactive risk management across KK Group.



Main Risks

Risk category	Risk description	Potential exposure	Mitigating actions
Strategic	Geopolitical risks due to global geo-economic tensions that may impact KK Groups' business through tariffs, trade restrictions, physical blockades and growing militarisation, shifting interest and resources away from renewable energy.	Geopolitical risks may lead to supply disruptions, increased costs and changes in demand.	KK Group is monitoring the geopolitical tensions' effect on the market demand to detect early-warning signs for a reduction or shift in demand in order to proactively adapt our strategy and business activities.
	An essential part of KK Group strategy is inorganic growth, i.e. acquisitions. Under such M&A activities, and subsequent post-merger integrations, there is an inherent risk of not harvesting synergies and effective integrations.	M&A may challenge KK Group's ability to efficiently integrate companies potentially undermining the expected synergies and value.	KK Group has in recent years built up a dedicated M&A team working in a methodic way in respect of assessing potential M&A targets and the post-acquisition integration efforts.
Operational	Customer concentration risks, due to reliance on a limited number of key customers.	Such concentration may expose KK Group to potential financial loss should any of these major customers experience a weakened market position, reduce orders or terminate contracts.	KK Group has increased the product portfolio including internally developed technology to de-risk the business model and reduce the levelised cost of energy of customer products.
	Supply chain dependencies such as reliance on a complex network of suppliers and critical materials.	Any unexpected disruptive event (geopolitical conflicts, natural disasters, cyberattacks, etc.) or capacity constraint at the supplier side may lead to production delays and/or increased cost.	KK Group is continuously working on identifying and reducing the risk of supply chain dependencies by implementing flexibility in our supply chain, safety stocks and ongoing performance monitoring of key suppliers.
	Market competition risks such as global price pressure and increasing global competitive markets.	Market competition may impact KK Group's market position, lead to lower margins and/or complicate pricing strategies.	KK Group is continuously monitoring price development and industry dynamics in main markets, as well as ensuring contractual measures short term.
Cyber Security	Cybersecurity risks caused by shadow IT and outdated internet facing environments, as well as cyberattacks such as malware or phishing.	Security breaches can lead to business interruption and the leaking of confidential information resulting in competitive disadvantage for KK Group.	KK Group continuously invests in robust cyber security measures thereby protecting our organisation and strengthening our position as a trustworthy and forward-thinking company.
Compliance	Compliance risks related to cybersecurity, legal compliance acts, sustainability, as well as People and Tax regulations and laws.	Compliance risks, if not efficiently managed, may lead to reputational damage, fines, operational disruptions, etc.	KK Group is continuously monitoring the regulatory and legal requirements in the countries in which we operate and ensures that policies and procedures are timely updated.
Finance	Fluctuations in foreign currencies and/ or interest rates.	KK Group's cash flow and earnings could be impacted due to fluctuations in foreign currencies and interest rates.	KK Group monitors the currency risk on an ongoing basis and mitigates it using forward contracts on a net position basis. Interest rate risk is managed by balancing floating and fixed rates in the debt portfolio using interest rate swaps.

Double Materiality Assessment

Understanding our stakeholders' expectations is fundamental for guiding our sustainability direction. Based on this, we have taken essential steps to identify and prioritise sustainability matters affecting our stakeholders and KK Group.

This is the foundation for the initial Double Materiality Assessment (DMA) which we conducted in 2024 based on the process described below.

Stakeholder engagement
The process was based on a combination of internal documents and workshops with internal stakeholders across the organisation representing both the business as well as external stakeholders such as suppliers, investors, customers, partners, and employees.

Documentation and scoring
Each identified Impact, Risk, and Opportunity (IRO) was documented including their scoring. The scoring parameters are based on the July 2023, European Sustainability Reporting Standards (ESRS):

- Impact materiality: Scale, scope, irremediability, likelihood (whether an impact is positive/negative and actual/potential).
- Financial materiality: Financial magnitude of risk/ opportunity, likelihood, and the nature of the financial effect.

Impact and Financial effect were defined in two separate charts with respective scale and likelihood. A threshold was chosen for Impact and Financial charts. The applied thresholds prioritised severity over likelihood.

Sustainability matters and materiality decisions
IROs have been identified on the lowest possible level of the ESRS topology. A sustainability matter is deemed material if at least one of the IROs is above the threshold. In addition to assessing the ESRS sustainability matters assessed, Cybersecurity was deemed material.

DMA methodology
Step 1 – Mobilisation:
Identification of internal stakeholders deemed most knowledgeable on respective sustainability matters, while ensuring that all sustainability matters were addressed. Identification of sustainability matters that are irrelevant considering our business model.

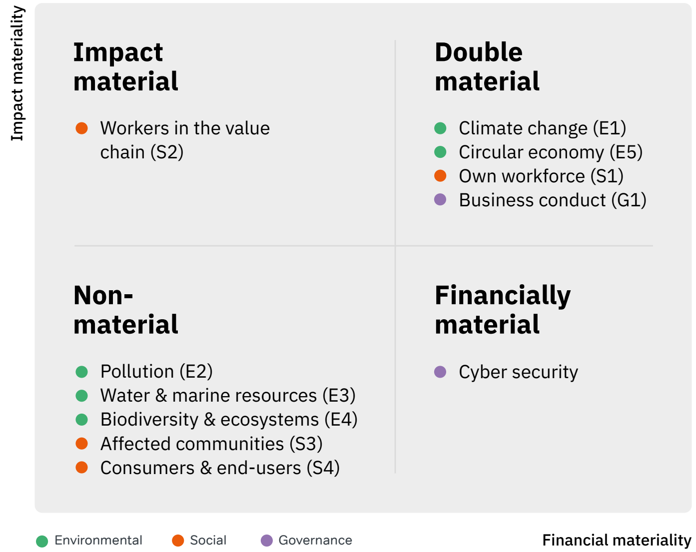
Step 2 – Establish hypothesis:
Collection of stakeholder insights to identify IROs through interviews facilitated by an external company. All sustainability matters were reviewed with a focus to identify significant IROs.

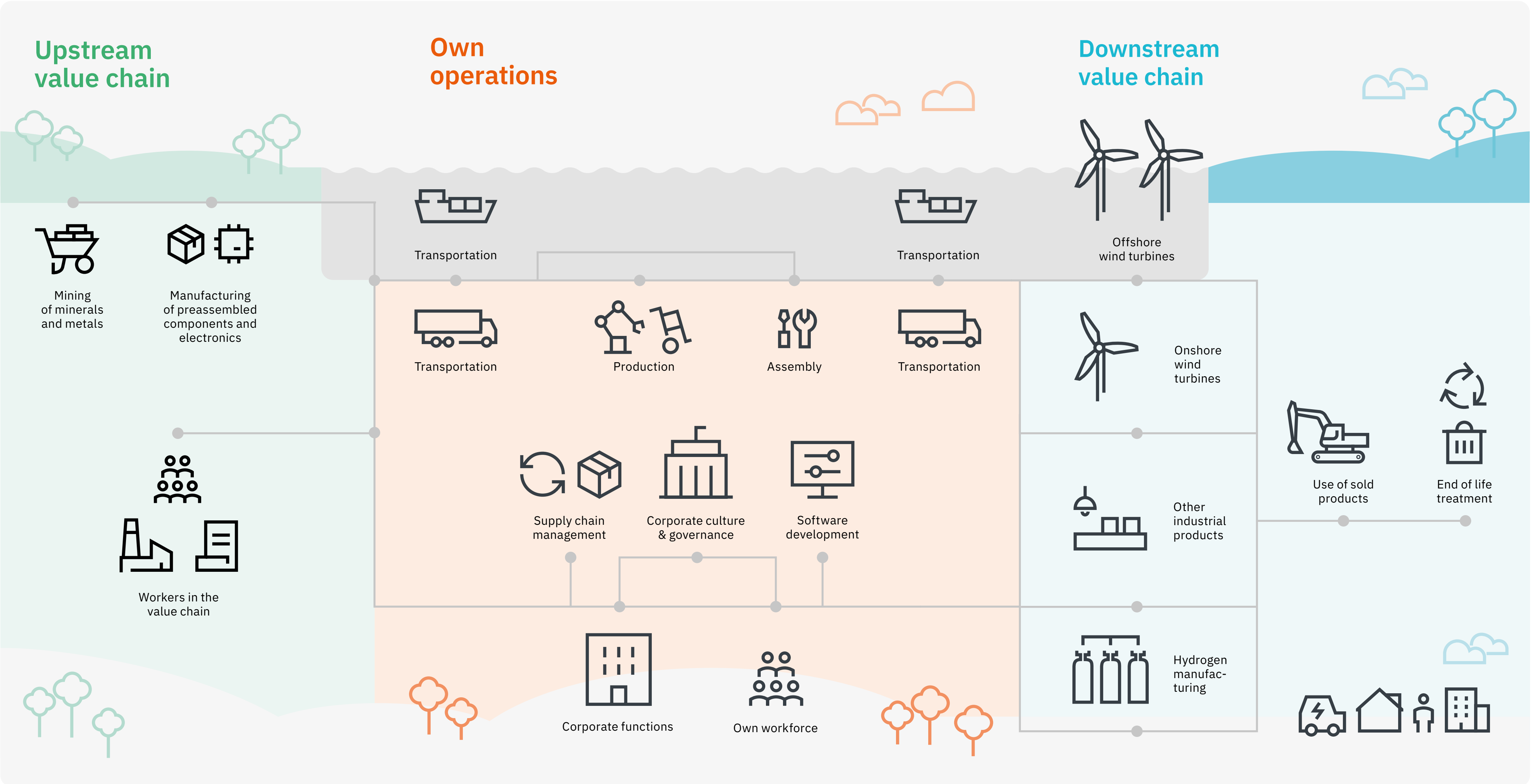
Step 3 – IRO Analysis:
Scoring IROs identified based on the information collected from the interviews and the thresholds set.

Step 4 – Workshop:
Workshop held with KK Group Executive Management to review and assess preliminary scoring from Step 3, which was split into material, potentially material and non-material topics. Culminating in an overall assessment regarding the set thresholds and validity check of the outcome of material and non-material sustainability matters.

Step 5 – Documentation:
Any changes following the above procedures were incorporated into relevant documentation.

A process to embed and manage people and the environmental IROs as part of our overall risk management process is yet to be established. The DMA covered KK Group's full value chain. The identification focused on upstream and downstream activities which are, based on industry perception.




Upstream value chain
Own operations
Downstream value chain
Mining of minerals and metals
Manufacturing of preassembled components and electronics
Workers in the value chain
Transportation
Transportation
Offshore wind turbines
Transportation
Production
Assembly
Transportation
Supply chain management
Corporate culture & governance
Software development
Corporate functions
Own workforce
Onshore wind turbines
Other industrial products
Hydrogen manufac-turing
Use of sold products
End of life treatment

People Powering Change

Our 3,700 colleagues are our most important assets. Throughout this report, selected colleagues share how they bring our new strategy, Powering Change, to life in their daily work.

Jakub Grega joined KK Wind Solutions in 2016 and has built his career through hands-on technical expertise, strong product knowledge, and collaboration. He started in the test department at our factory in Poland, working with visual and electrical testing of power converters and gradually taking on greater responsibilities.

Over seven years in testing, Jakub developed deep expertise in converter testing, low-voltage platforms, and related panels. He also supported quality assurance and helped train new colleagues in both testing and production. This experience gave him a strong end-to-end understanding of how our products are built, tested, and perform in the field.

Jakub later moved into the Service department to bring factory expertise closer to on-site work. Today, as a Field Service Technician in the Monitoring & Service division, he supports troubleshooting, repairs, retrofits, and testing at customer sites. His background helps him connect product construction, design models, and practical solutions in real-world conditions.

His work has taken him across Denmark and internationally, including assignments in France, Germany, Taiwan, and South Korea. In 2020, Jakub also completed an engineering degree, strengthening his ability to combine theory with practical problem-solving.

Governance

Governance Framework

KK Group and its operating companies have been owned by A.P. Møller Holding A/S since 2019. Our governance structure is based on close coordination between the Board of Directors and Executive Leadership Team.

Shareholders and general meetings
The shareholders of KK Group exercise their right to vote at the Annual General Meeting which includes the appointment of the Board of Directors, who, together with the Executive Board appointed by the Board of Directors, are responsible for the management of KK Group.

Board of Directors
The Board of Directors is responsible for the overall strategic management of KK Group, setting our strategy and making decisions concerning major investments and divestments, the capital base, key policies, control and audit matters, risk management, and significant operational issues.

The Board of Directors also ensures that sustainability is integrated into the business strategy and monitors progress against defined objectives.

Executive Leadership Team
The Board of Directors appoints the Executive Board to conduct the day-to-day management of KK Group. The Executive Board forms part of the broader Executive Leadership Team (ELT) and carries out its responsibilities in close cooperation with the other members of the ELT.

ELT holds regular formal meetings and focuses on strong ownership, execution of strategy and performance, and managing the day-to-day operations.

People Committee
The People Committee is elected by the Board of Directors and consists of two board members, Pernille Lyngvold Erenbjerg as the Chair of the committee and Simon Krogsgaard Ibsen as a member. The committee meets at least four times a year, and when circumstances dictate.

The main responsibilities of the committee are to support the Board of Directors with oversight of the compensation strategy and structure, remuneration and salaries, organisational review and talent acquisition.

Audit Committee
The Audit Committee is a committee of the Board of Directors and consists of two board members with Jesper Ridder Olsen as the Chair of the committee and Simon Krogsgaard Ibsen as a member.

The committee's main responsibilities are to oversee KK Group's financial and non-financial reporting processes, as well as risk management, tax governance and audit related matters.

Further, the Audit Committee is to provide input and support to our Financial, Legal and IT organisation to ensure continuous improvements and alignments.

Governance Framework
(continued)

Group Sustainability
Group Sustainability reports directly to the Executive Leadership Team and is focused on three major tasks:
- Setting, agreeing and updating the sustainability strategy.
- Deploying the strategy based on the agreed road-map and linked sustainability program.
- Reporting and communicating on progress.

To create a more competitive, motivated and resilient KK Group, we constantly assess our approach to maximise our ability to turn sustainability risks and impacts into opportunities.

Corporate governance committees
KK Group has four ELT delegated committees, all including the CEO and CFO, providing structured governance, and conducting gate reviews according to the corporate stage/gate model across key areas.

The *Commercial Committee* meets weekly, if needed, to approve major commercial agreements, customer projects, and other commercial initiatives.

The *Product Development Committee* meets every quarter to review and approve technology platforms and new product development, including related investments and know-how plans.

The *Investment Committee* meets quarterly to oversee significant investment projects, footprint changes, and the investment portfolio.

The *Acquisition Committee* meets minimum twice a year to evaluate and approve potential acquisitions and associated investments.

Data ethics
KK Group has policies on how to handle data to customers and employees in accordance with the GDPR legislation, EU Data Boundary, our privacy policy and procedures for classification and management of documents and data.

Data privacy is ensured through secure storage. Data ethics are embedded within our existing policies, aligning with the Group IT and People policies. Our policies on data ethics comply with the Danish Financial Statements Act, section 99d.

In KK Group, we are using tools for Artificial Intelligence (AI) data processing and have developed a policy for processing data using AI complying with our internal policies and relevant legislation. Using other AI tools requires explicit approval from the Global IT department and must follow our AI Policy which has been implemented during 2025.

Board of Directors

Pernille Lyngvold Erenbjerg, Chair
Pernille Lyngvold Erenbjerg joined our Board of Directors in 2024, having previously served as Chair of KK Group Cooling, previously Nissens Cooling Solutions. She brings extensive experience from her roles at Genmab, Millicom, and RTL Group. She is well-versed in governance and ESG initiatives. Her leadership focuses on advancing sustainable energy and corporate responsibility.

Simon Krogsgaard Ibsen, Vice Chair
Simon Krogsgaard Ibsen joined our Board of Directors in 2019 and was elected to vice Chair in 2024. He brings experience within financial governance and corporate strategy, contributing to KK Group's fiscal stability and growth strategies. His expertise supports the board's long-term vision, particularly in integrating sustainability in financial operations and ensuring compliance with evolving regulatory frameworks.

Elke Elfriede Eckstein, Board Member
Joining our Board of Directors in 2020, with a background in manufacturing, engineering and general management, Elke Elfriede Eckstein supports KK Group's operational efficiency and supply chain. Her efforts contribute to ensuring sustainable sourcing practices aligned with KK Group's sustainability targets.

Fabrice Roger Daniel Bregier, Board Member
Fabrice Roger Daniel Bregier joined our Board of Directors in 2020, bringing a wealth of corporate development experience from aerospace and software companies and a deep understanding of sustainable energy solutions. As a Board Member, he supports KK Group international expansion.

Jesper Ridder Olsen, Board Member
Jesper Ridder Olsen became part of our Board of Directors in 2019. He brings extensive experience within finance, M&A, strategy, sustainability, and governance from his current role as CFO in KIRKBI A/S and previous roles in Maersk Drilling and A.P. Moller – Maersk as well as audit/advisory partnerships at EY and KPMG. His experience and expertise supports KK Groups' strategy with focus on continued growth and value creation.

Anita Vrou, Board Member, Employee Elected Representative*
Anita Vrou became part of KK Group with the acquisition from Vestas in 2023. She was elected to the Board of Directors in KK Group in 2024. Anita Vrou has worked in the electronics industry since 2007, at Flextronics, Vestas and now KK Group.

Edin Dizdarevic, Board Member, Employee Elected Representative*
Edin Dizdarevic joined KK Group through the acquisition of Nissens Cooling Solutions in 2024 and was elected to the Board of Directors in 2024. Currently, as Director Specialist in the Cooling Division, he leads key account strategies and drives business growth in the cooling division.

Troels Møller, Board Member, Employee Elected Representative*
Troels Møller became part of KK Group in connection with the acquisition from Vestas in 2023. He was elected to the Board of Directors in KK Group in 2024. He has functioned as a union representative for the past 11 years, focusing on areas including favorable salary and working conditions for our employees.

* The Employee Elected Representatives mentioned above are in the board of KK-Group A/S (CVR: 66821110). They are included in this view as they are actively engaged in setting the direction and strategy of KK Group Holding A/S.

Executive Leadership Team

Executive Board

Mauricio Quintana, Chief Executive Officer
Mauricio Quintana became the CEO of KK Group in January 2022. With a career spanning three decades in the energy and engineering sectors, Mauricio brings significant experience in energy transition. Before joining KK Group, he held key positions at organisations such as ABB, Clipper Windpower, and United Technologies in roles of increasing responsibility, driving growth and operational excellence.

Bjørn Reinhardt Mogensen, Chief Financial Officer
Bjørn Reinhardt Mogensen joined KK Group as CFO in 2023. He has extensive financial management experience, having previously served as VP/CVP at Novo Nordisk and SVP at Lundbeck. His background provides a robust foundation in financial strategy, business partnering, cost management, LEAN and corporate governance.

Division Heads

René Balle, President, Power & Controls
René Balle joined KK Group in 2013 as CTO and was appointed CCO in 2015. With extensive experience in the wind industry, including leadership roles at vestas and AREvA Wind, he focuses on driving sales and customer engagement strategies, contributing to KK Group's commercial success and strategic alignment with sustainable energy solutions. René has led the integration of the vestas converters & controls business acquisition.

Kenneth Svinth, President, Cooling
Kenneth Svinth joined KK Group as CCO in 2019, bringing extensive experience from the energy sector, including roles at Siemens Wind Power. In his role, he aligns commercial strategies with sustainable practices, reinforcing our commitment to long-term value creation in green energy solutions. Kenneth is also responsible for the recently acquired cooling solutions business.

Mads Wackes Sckerl, President, Monitoring & Service
Mads Sckerl joined KK Group in September 2024 to lead the Monitoring business and brings a strong commercial and strategic focus from companies such as Kamstrup, Grundfos, and Senmatic. Since joining the company, Mads has led the successful integration of Gram & Juhl and PCH Engineering and is now focused on driving commercial growth within Monitoring & Service, positioning the company as a global market leader in aftermarket solutions.

Group Functions

Birgitte Ladefoged, Chief Human Ressource Officer
Birgitte Ladefoged joined KK Group as CHRO in 2023. With 12 years of experience as Divisional CHRO at Danfoss, she excels in HR leadership and organisational development. She is dedicated to building sustainable, people-centered HR practices, focusing on talent acquisition, leadership development, and fostering an inclusive work environment aligned with KK Group's sustainability goals.

Michael Dallala, Chief Corporate Development Officer
Michael Dallala joined KK Group in 2022 to lead Strategy and M&A and was appointed CCO and Head of Corporate Development in 2023. He has extensive experience in strategy, sales, business development and M&A from his previous roles at Schneider Electric and United Technologies. In his current role, he is responsible for the Corporate Strategy, public affairs, sales excellence, M&A and post-merger integration.

Thomas R. Olsen, Chief Operations Officer
Thomas R. Olsen joined KK Group in 2016 and has served as COO since 2017. He brings significant experience in global supply chain management, operations management, global procurement and operational excellence, having previously held various positions within organisations such as MAN B&W, Flextronics, and Johnson Controls.

Johnny Nymann Stephansen, Chief Technology Officer
Johnny Nymann Stephansen joined KK Group in 2021 and was appointed CTO in 2023. With over 25 years of experience in the wind industry, including various senior leadership roles at vestas within Service and R&D, he oversees KK Group's Global R&D and product offerings, ensuring that our technology portfolio delivers competitive and sustainable energy solutions to our customers.

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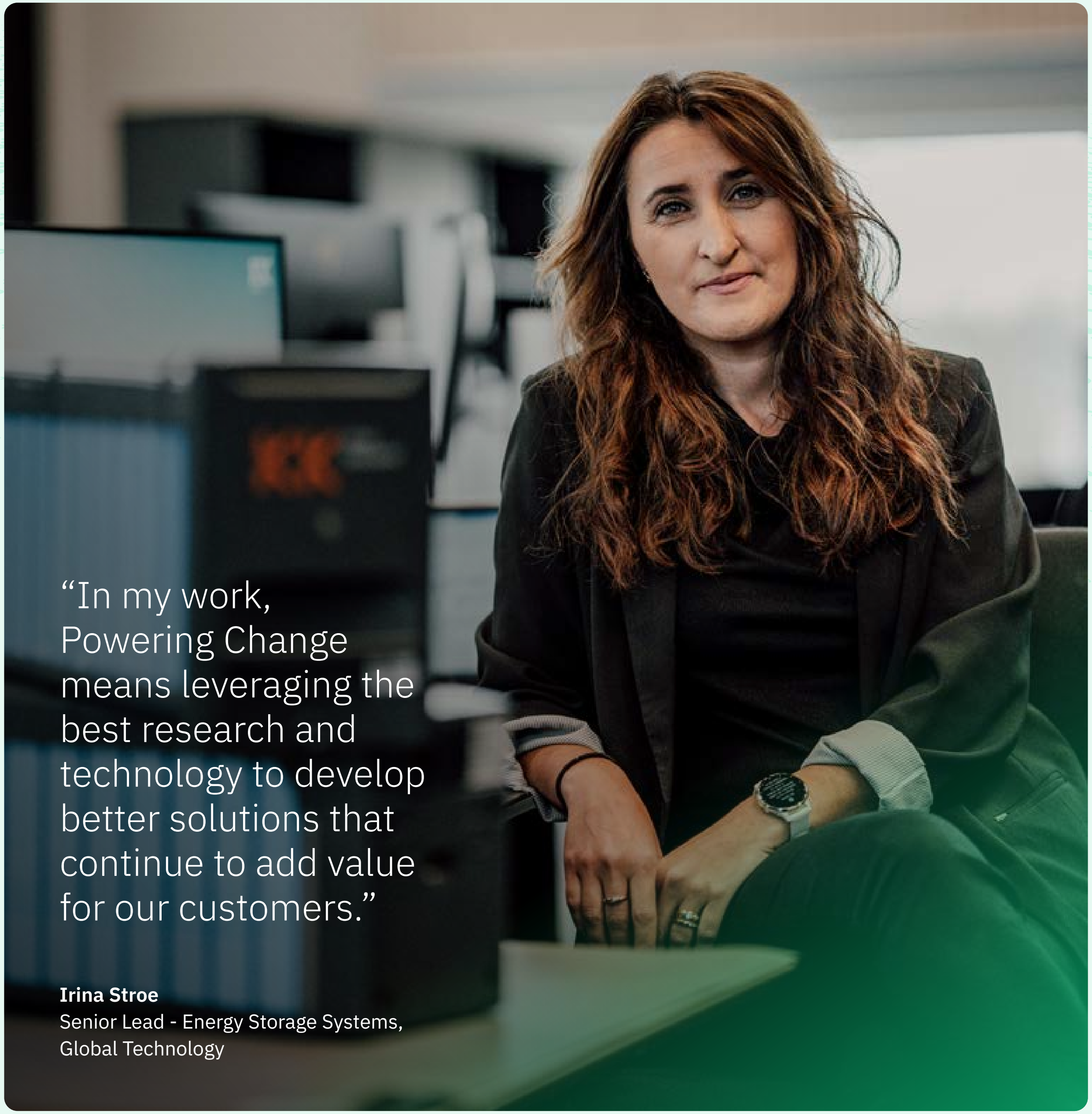
Irina Stroe joined KK Group in 2019 following the completion of a master's degree in wind power systems and a PhD focused on battery performance and lifetime degradation of lithium based batteries.

Today, Irina works as a Senior Lead within the Energy Storage Systems area of Global Technology, where she is involved in all projects that include battery systems. Backup batteries systems in the wind industry are for essential for ensuring the ongoing safety and control of critical functions during grid outages or scheduled maintenance.

Irina's role spans supporting new projects, maintaining existing battery and backup systems, and collaborating closely with customers, suppliers, and internal teams on technical, quality, and performance related topics.

A central part of Irina's work is across disciplines to ensure high flexibility, modularity, and reliability, while also keeping a close eye on technology roadmaps and developments in battery chemistry. Her work helps ensure that we continue to deliver safe, robust, and future ready energy storage solutions.

For Irina, Powering Change is about making informed technical choices that create real impact. It means understanding the market, selecting the right technologies, and continuously improving products so they offer clear advantages for customers, both today and in the years ahead.



Sustainability

Sustainability Programme

KK Group's Sustainability Programme, which strengthens the integration of sustainability within our broader business strategy is built upon our risk and opportunity mapping.

The Sustainability Programme takes its starting point in our business strategy – Powering Change towards a more sustainable tomorrow – and provides strategic direction for internal as well as external stakeholders.

The programme is split into three transformational areas where individual Executive Leadership Team (ELT) members are accountable for actions essential to the sustainable business transformation of KK Group.

During 2025, we made significant progress in converting risks and opportunities into long-term sustainability targets for 2035.

Our new targets were designed not only to benefit the environment but also people and our integrity to reinforce our reputation as a responsible employer and trusted company and business partner.

Towards a more sustainable tomorrow

	Smart for the planet	Care for people	Integrity in action
Pillars →	Innovating to reduce our climate impact	Empowering lives through safety, wellbeing, and respect	Being transparent and consistent on what is ethically right
Targets →	**By 2035** • 63% reduction of Scope 1 & 2 emissions • 38% reduction of Scope 3 emissions • 80% of sales is smart products*	**By 2035** • 50% of senior management based outside of Denmark • 40% females in senior management • 100% of key suppliers providing decent work conditions to their employees	**By 2035** • 80 in Image Score • 100% dual sourcing on critical suppliers
Actions →	• Build stronger systems and capabilities • Improve product portfolio, operations and supply chain • Drive pilot projects with customers • Build partnerships to simplify	• Understand adverse impacts in our operation, supply chains and business relations • Act on necessary change • Build partnerships to scale	• Understand what builds trust and how it supports business • Setup for the national security focus to be top and center • Improve training of staff to build winning capabilities • Build partnerships to win

Governance | Policy | Infrastructure | Compliance | Winning behaviors

*Products that at minimum have a 20% CO_2e reduction per functional unit compared to baseline

Smart for the Planet

We strive to align our customer value proposition with product benefits that speak directly to customers' sustainability pain-points, aiming to facilitate low-carbon and circular design through innovation.

This is driven by customer "lighthouse" projects and supplier integration. The new targets within this area are linked to sales of smarter products and our near-term 2035 Science Based Targets, which were validated and approved by the Science Based Targets Initiative in October 2025. Actions are governed by our Environmental Policy.

In 2025, we introduced a new Group Environmental Policy and an updated People Code of Conduct to guide our journey towards better understanding and improving our environmental and social impact. The policies state that compliance with ISO 14001 around environmental management is a key starting point for minimising our environmental impact when delivering high quality products that support the green transition.

Climate

Our technologies are critical components that enable the widespread adoption of wind power to decarbonise energy grids worldwide, thereby avoiding CO_2e emissions compared to conventional energy generation.

In 2025 alone, our power converters and control systems, which are at the heart of each wind turbine, have enabled 18 GW of new wind power capacity. During our 45-year history, these systems have contributed to more than 183 GW of installed wind power. Assuming a capacity factor of 35%, they helped generate 560 TWh of renewable energy during 2025.

In this way, we helped avoid 540 million tonnes of CO_2e emissions in 2025[1], assuming most of our installations replace coal-powered electricity. This equals the yearly emissions of around 160 million EU households[2].

To achieve our commitments, we are taking concrete steps to decarbonise our own activities, including transitioning our vehicle fleet to hybrid and electric models and in-progress initiatives for on-site renewable energy generation, such as on-site solar power at our factory in India.

At the same time, we drive reductions across our value chain by optimising product design for lower carbon intensity, strengthening collaboration with suppliers, and advancing more sustainable logistics solutions.

In 2025, we have calculated our full climate impact to 399,410 tonnes of CO_2e which is an overall reduction in our GHG emissions of 4% compared to the previous year.

The reduction is manly linked to a lower weight of products purchased and our. Emission intensity reduced from 54 in 2024 to 50 tonnes of CO_2e per million DKK of turnover in 2025.

Also, in 2025, the electricity consumed in our operations has been from renewable sources only.

Climate uncertainty

When it comes to climate adaptation, the uncertainty of climate change can expose us to physical risks – chronic as well as acute. As climate change intensifies, the likelihood of supply chain uncertainties or constraints is set to increase: from lack of raw materials to delayed product delivery.

[1]Based on average emissions as stated by U.S. Department of Energy https://www.energy.gov/eere/wind/articles/how-wind-can-help-us-breathe-easier
[2]Emission equivalency is calculated based on Eurostat (2024) Air emissions accounts by NACE Rev. 2 activity, and Eurostat (2024) Number of households by household composition.

Smart for the Planet

(continued)

Supply chain mapping and risk assessments will be key in developing a focused dialogue regarding consistency planning with suppliers, who are at risk of adverse nature phenomena, such as flooding, extreme lightning or tornados.

Validated near-term Science Based Targets
This year, we reached another big milestone on its sustainability journey by committing to absolute GHG emission reductions by 2035 from a 2024 baseline:

- 63 % reduction in direct emissions from operations.
- 38 % reduction in emissions across its global value chain, covering purchased goods and services, logistics and distribution, as well as business travel.

With the approval of our near-term greenhouse gas emission reduction targets by the Science Based Targets Initiative, we have committed to absolute targets ensuring that emissions must decrease in real terms, regardless of business growth. This approach requires significant decoupling of operational and value chain expansion from climate impact.

Our emissions reduction approach extends beyond our own operations to include employees, customers and suppliers, ensuring that meaningful reductions are achieved across the value chain.

Circular Economy
The circular economy is about transforming how resources are used, moving away from the wasteful "take-make-waste" model, and seeing waste as not just trash but as a valuable resource.

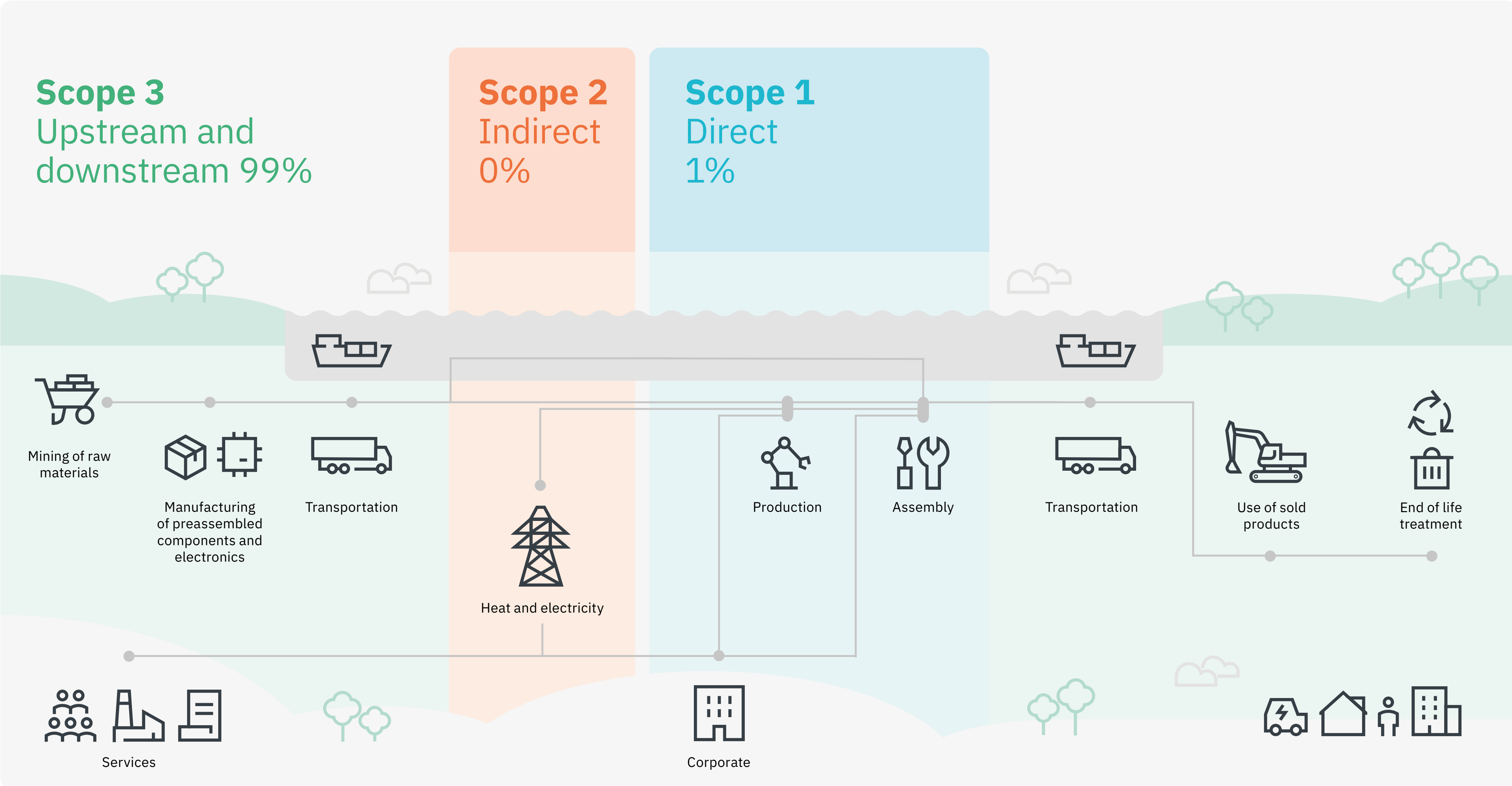
Refurbishment and reuse are big business in wind
While we continuously work towards better predicting wind turbine service needs, unplanned maintenance still drives urgent replacement demand. Refurbishing expensive components after quick replacements can reduce capital tied up in inventory while contributing towards a more circular economy. Among others, our refurbish capacity have been expanded at our site in Hammel, Denmark. We welcome discussions with customers and suppliers to enable more sustainable service and maintenance practices in the wind industry.

Our material use
For many years, we have focused on securing production waste to be re-purposed. As a result of this, 90% of our waste has been recycled in 2025. Having achieved a high recycling percentage of own production waste, the next step is to investigate the design of our products and learn how we become better at designing for the service market and circularity.

Recognition of our sustainability progress
This year we were proud to be awarded the EcoVadis Gold Medal, in reconnection of our progress on sustainability. The medal was awarded as part of EcoVadis assessment of our environment, labour and human rights, ethics, and sustainable procurement practices.

EcoVadis is a leading global provider of standardised, evidence-based methodology for sustainability ratings. The Gold Medal is awarded to the top 5% best performing companies evaluated the last 12 months.

Greenhouse gas emissions across our value chain



Total tonnes of CO_2e in 2025: 399,410

Care for People

People are the centre of our success and providing decent work throughout our supply chain is key to keeping motivation high for continued delivery of innovative and high-quality products.

An increase of female representation as well as globalisation in our senior leadership* have been identified as 2035-targets for this area. Furthermore, all key suppliers must document that they provide decent work and care for people, securing that they are highly motivated to deliver their best.

Our Human Rights and Health, Safety, and Wellbeing Policies guide our actions and overall expectations of employee behaviour in our organisation. In 2025, we introduced a new Human Rights policy to further enhance our commitment in this area. Company-wide Human Rights training began in early 2026 to help employees learn how to address potential misconduct or policy violations.

Human Rights

As a signatory of the UN Global Compact's 10 principles since 2010, we continue to promote and support human and labour rights in our own organisation, as well as among our customers and our business partners.

Improving our due diligence is about constantly creating a better overview of salient human rights issues and deep diving into the high-risk areas for learning more on how to take a shared responsibility for driving actions of improvement.

*Defined as the Executive Management Team and their direct reports, where these reports manage reports in the same legal entity.

As a starting point for our improved focus on human rights, we have conducted a human rights impact assessment by utilising the best guides and benchmarks available in the wind industry.

Some of our mapped salient human rights are:

- Responsible mineral sourcing
- Labor rights (including protection against forced labour)
- Right to a Healthy and Clean Environment
- Transparency and Anti-Corruption
- Diversity, Equality and Inclusion

Safety first

The safety of our employees is our number one priority. We are certified according to the standards of ISO 45001:2018 Occupational health and safety management systems. This demonstrates our dedication to constantly applying and enhancing how we handle health and safety.

Our commitment to safety first has seen positive developments across several areas in 2025. We ensure that every employee has the knowledge, skills, and confidence needed to work safely and to recognise potential risks to themselves and to others. Given the potentially serious health and safety risks associated with machinery and electrical systems, it remains essential that we maintain a high level of vigilance in all our activities.

Care for People

(continued)

Employees participate in regular safety trainings and refresher programmes, both online and onsite. In 2025, 74% of all employees received Safety Awareness training, that supports our safety culture, 87% completed CPR and AED training ensuring lifesaving skills. 64% of managers participated in Safety Walk training to lead by example.

Our Safety Walk concept continues to create and sustain a strong safety culture by providing a proactive open forum for one or more employees to discuss Health, Safety and Wellbeing. In 2025, we completed 2,920 walks up from 2,390 walks in 2024.

In 2025, we made significant progress on the Total Recordable Incidents Rate (TRIR) and Lost Time Injury Frequency Rate (LTIFR). Over the past three years, they have improved from 7.94 and 2.89 in 2021 to 1.70 and 0.77 in 2025, respectively.

In 2025, TRIR continued to improve compared to the previous year 1.70 (2024: 3.68), as our already low LTIFR further improved to 0.77 (2024: 1.68). Thereby, the targets for TRIR and LTIFR of 3.7 and 1.4 for 2025, respectively, have been met. Health and safety will remain a top priority in 2026. The absence ratio linked to sickness among our blue-collar and white collar employees remained within acceptable levels of 4.4% and 1.5% (2024: 4.5% and 1.5%), respectively.

Employee Engagement Survey
Every year, we conduct an Employee Engagement Survey. Employees with a tenure of three months or more participate in the survey, which is anonymous and conducted by an independent third party.

In 2025, an impressive 97% of eligible employees completed the survey, providing a solid foundation for identifying focus areas that sustain our strengths and highlight opportunities for improvement within our culture.

The employee engagement score reached 74, a small decline compared to last year. Given the changes seen in our organisation, this is a strong indication of our employees' engagement in the ongoing development of our company culture.

Each manager conducts follow-up meetings with their teams to share results, discuss insights, and gather additional feedback. Together, managers and their teams create a targeted action plan, which is reviewed on a quarterly basis to track progress.

Learning and development
To reinforce our strategic workforce planning, we proactively develop future competencies through a comprehensive talent identification and development process.

To support personal development, our '60% Ready' rule means that people who are considered 60% ready for the next step in their KK Group career are included in overall evaluations for upcoming opportunities.

Our review process
During 2025, 92% of our employees took part in the yearly development review and dialogue process between managers and employees.

Our People Review process includes evaluating critical positions and succession planning to ensure continuity in our leadership. We are reactivating our Leadership Programme to develop future leaders and enhance our current managers' competencies.

Care for People

(continued)

BLUME support

KK Group now offers all Danish employees access to BLUME Support – a professional and anonymous well-being programme that provides early support for personal or work-related challenges. The goal is to boost energy and improve well-being for everyone and, by extension, for the full organisation.

All Danish employees may contact BLUME Support completely anonymously if they need help. In addition, managers, the People organisation, or union representatives can suggest a support process if they notice signs of low well-being in an employee – but only after speaking with the individual first. The support programs are tailored to the individual's needs and can be started as soon as the first signs of challenges appear. The aim is to act early, before problems grow bigger.

Gender diversity

In 2025, the Board of Directors continues to be meeting our criteria for diverse gender composition by having a 40% female representation in a Board of Directors of five excluding the employee representation that is not counted in for this evaluation. As the ambition for gender representation for the Board of Directors is achieved, no further targets were set. A target of 40% female representation for Senior Management by 2035 has been added in the new line of targets.

Workers in the Value Chain

A high priority in our Sustainability Programme is to understand our value chain better in terms of environmental and social impacts.

While we will continue securing supplier agreements on our updated Supplier Code of Conduct, we focus more of our effort to secure detailed knowledge on the full supply chain of the products that we source to gain more insights on environmental and social risks.

Climate risk and salient human rights set the foundation for finding ways to act on securing improvements where opportunities are best.

Our long-standing supplier audit program will continue and we encourage the wind industry to create a platform for sharing audits and audit criteria, as this is seen as a part of the industrialisation of delivering components into the wind industry.

Conflict minerals

Minerals such as tin, tantalum, tungsten, and gold (3TGs) have been linked to human rights abuses, corruption, the financing of armed groups or similar negative effects in the Democratic Republic of Congo and its neighbouring countries (DRC region) and other high-risk areas. We engage with suppliers in sourcing categories likely to contain conflict minerals to avoid in its products the use of raw materials which originate from conflict-affected and high-risk areas. This engagement happens yearly though a third-party supply chain data management platform that is encouraging non-conformant smelters to engage with the Responsible Minerals Assurance Process (RMAP) the flagship program of the Responsible Minerals Initiative (RMI).

Integrity in Action

Building trust with our stakeholders is key in the drive for growth set out in our business strategy. Integrity, which is the foundation for building trust, is being challenged by a constantly changing geopolitical environment. This is why we have prioritised the roll-out of our new policy framework, which facilitates employees' understanding of expected conduct informed by our winning behaviors.

Corporate culture is a fundamental pillar in ensuring good business conduct and fostering sustainable growth. It fosters our position as a trusted partner in the green transition and is supported by various policies and principles designed to prevent anti-competitive behavior.

Code of Conduct
All new employees are required to sign the People Code of Conduct to confirm that they are aware of and will adhere to its contents before starting their employment.

All direct suppliers are required to sign the Supplier Code of Conduct, which is included as an appendix to their contract and/or have their own equivalent Code of Conduct implemented in their management system. Overall, more than 90% of KK Group's direct spend is with suppliers who have signed our Supplier Code of Conduct. In 2025, the rollout of the updated People and Supplier Code of Conduct started. Both documents may be found at our website.

Suppliers are subject to combined quality and sustainability audits to verify compliance. In 2025, we conducted 17 supplier audits, covering 90% of our direct spend. The audits resulted in planned corrective actions with some of these suppliers, and one supplier being rejected.

Potential non-compliance with our People Code of Conduct can be reported through our whistleblowing system described below.

Whistleblowing Policy
Our Whistleblowing Policy allows employees and external partners to report violations. Reported incidents are anonymous by default unless local legislation prohibits anonymous reports. Access to the whistleblowing system is publicly available on KK Group's website.

We have a standard operating procedure to ensure that reported incidents are promptly, independently, and objectively processed. Each reported case is investigated by an independent panel of three individuals, consisting of the GVP of Legal, the VP of People Operations & Business Partnering, and the GVP of Finance Reporting and Compliance. If a reported incident involves one of these three individuals, the remaining two individuals will exclusively investigate it. If an incident involves the Executive Board, the Board of Directors will investigate it.

The Whistleblowing Policy does not tolerate retaliation or vengeful action taken against an employee who reported an incident. A summary of reported cases and investigation results is presented to the audit committee, which oversees and assesses the effectiveness of the implementation of the Whistleblower Policy. In 2025, 6 cases were reported in the group Whistleblower platform.

In the beginning of 2026, internal training sessions in business ethics and human rights were rolled out.

Cybersecurity

At KK Group, safeguarding proprietary intellectual property, customer data, and other sensitive information is paramount, reflected in our strong emphasis on robust cybersecurity practices.

Cyber Security Progress and Initiatives in 2025
Over the past year, we have made significant strides in enhancing our cyber security posture. Our primary focus has been initiating the journey toward NIS2 compliance, a critical undertaking that underscores our dedication to safeguarding company data, information, and infrastructure.

This work is not only vital for protecting our assets but also for maintaining our competitive edge in the marketplace, especially when compared to other organisations offering similar services.

We monitor our NIS2 compliance on an ongoing basis and when identifying opportunities for improvement, we are implementing systems and processes to support continuous compliance.

A global increase in cyber crime
With increasing global attention on the security of critical infrastructure, KK Group recognises that we are a potential target for cyber attacks. In response, we have continued to prioritise security measures, as well as performed thorough evaluation of our Operational Technology (OT) environments.

This proactive approach ensures that our most critical systems are protected, minimises risk, and demonstrates our commitment to resilience and reliability for our clients and partners.

As we continue this important work, KK Group has a clear goal of conducting regular assessments on key systems and services, to ensure ongoing improvement, vigilance, and collaboration across our teams.

By investing in robust cybersecurity we are not only protecting our organisation, but also strengthening our position as a trustworthy and forward-thinking leader in our industry.

Sustainability Statement

Consolidated Sustainability Statement

Consolidated Sustainability Statement

	Unit	Note	2025	2024	Target and year
Smart for the PLANET					
Energy consumption	MWh	2	44,358	44,611	
Gross GHG, Scope 1	Tonnes		3,422	3,503	SBTi targets set
Scope 1 GHG emissions from regulated emission trading schemes	%		0%	0%	
Gross GHG, Scope 2, location-based	Tonnes		11,098	10,325	
Gross GHG, Scope 2, market-based	Tonnes		120	131	SBTi targets set
Gross GHG, Scope 3	Tonnes	3	395,868	410,269	SBTi targets set
Total GHG emissions, location-based	Tonnes	3	410,388	424,097	
Total GHG emissions, market-based	Tonnes	3	399,410	413,903	
Total waste generated	Tonnes	4	3,865	4,575	
Care for PEOPLE					
Number of employees	Number	5	3,675	3,682	
Employee turnover	Number	5	734	975	
Employee turnover rate	%	5	20%	27%	
Number of employees in Senior Management	Number	5	53	55	
Share of underrepresented gender in Senior Management	%	5	13%	15%	40% by 2035
Employees covered by Health and Safety management systems	%	6	100%	100%	
Fatalities linked to work-related injuries or ill health	Number	6	0	0	
Total Recordable Incidents (TRI)	Number	6	11	24	
Total Recordable Incident Rate (TRIR)	Rate	6	1.70	3.68	2.9 by 2026
Lost Time Injury Frequency Rate (LTIFR)	Rate	6	0.77	1.68	1.1 by 2026
Total number of recordable work-related ill health	Number	6	0	0	
INTEGRITY in action					
Number of members in the Board of Directors	Number	7	5	5	
Share of underrepresented gender in the Board of Directors	%	7	40%	40%	
Incidents of corruption or bribery	Number	7	0	0	
Number of convictions related to anti-corruption and anti-bribery laws	Number	7	0	0	
Amount of fines related to anti-corruption and anti-bribery laws	kDKK	7	0	0	

These datapoints are covered for 2025 by an auditor's independent limited assurance report.

Note 1 – General Information

Basis of preparation
The consolidated sustainability statement for the period from 1 January to 31 December, 2025 comprise consolidated data from the parent company (KK Group Holdings A/S) and entities controlled by KK Group. The same principles as in the financial statements are applied in the consolidation except for where specified in the accounting policy. The consolidated sustainability statement and the accompanying notes are prepared based on the accounting principles described in the notes.

Newly established and acquired companies are included at the date of acquisition, and companies are excluded from the reporting at the date of disposal.

Changes in accounting policies and disclosures
The sustainability accounting principles set out in the notes have been applied consistently in the preparation of the consolidated sustainability statement for all the years presented, unless stated otherwise.

Key accounting estimates and judgements
We use assessments and estimates for the reporting of certain data points (e.g. scope 3 emissions). We regularly reassess our use of estimates and judgements based on experience, the data available and other factors.

Changes in estimates are recognised in the period. Details on the relevant key estimates, judgements, and assumptions applied are mentioned in the accounting principles of the specific topics.

External review
We have obtained our second limited assurance report for a selection of the data reported in 2025.

Sustainability governance
Further details regarding the role of the administrative, management, and supervisory bodies, including information provided to and sustainability matters addressed by them are presented in the Governance section of this report.

DMA
We conducted our initial DMA and included further details regarding the materiality assessment process as part of the Double Materiality Assessment subsection of this report.

Note 2 – Energy Consumption

Accounting principles

Energy consumption
We report the total fossil and renewable energy consumption disaggregated by energy type for the reporting period in megawatt hours (MWh). The consumption is based on monthly reported consumption data with links to invoices.
All locations have been included in the reporting. The energy intensity is based on net turnover reconciled with the financial statements. For the remaining locations where no consumption data are available, average consumption values per m^2 have been applied to estimate energy consumption.

Energy intensity ratio
Energy intensity ratio represents total energy consumption in MWh divided by total revenue in kDKK.

Energy consumption

	Unit	2025	2024
Fossil energy consumption			
Fuel from crude oil	MWh	2,777	3,032
Fuel for Natural gas	MWh	12,163	12,752
Purchased electricity and heat	MWh	3,050	3,083
Total fossil energy consumption	**MWh**	**17,990**	**18,867**
Share of fossil sources in total energy consumption	**%**	**41%**	**42%**
Renewable energy consumption			
Purchased electricity and heat	MWh	26,368	25,744
Total renewable energy consumption	**MWh**	**26,368**	**25,744**
Share of renewable sources in total energy consumption	**%**	**59%**	**58%**
Total energy consumption	**MWh**	**44,358**	**44,611**
Energy intensity ratio			
Net turnover reconciled to the Financial Statements	kDKK	7,979,297	7,682,161
Energy intensity ratio	**MWh pr. kDKK**	**0.006**	**0.006**

Notes
KK Group's revenue is included in the statistical Nomenclature of economic Activities in the European Community (NACE) section C and therefore, in relation to this reporting, seen as a high climate impact sector.

KK group did not consume energy from nuclear sources in 2025 or 2024.

Note 3 – GHG emissions

Accounting principles

GHG emissions
We report the total GHG emissions in metric tonnes and with reference to the Greenhouse Gas Protocol, calculated based on both the location-based and the market-based approach. The consolidation of GHG emissions follows the operational control approach.

Gross scope 1 and 2 emissions are reported based on the monthly energy reporting converted into tonnes CO_2e according to the Greenhouse Gas Protocol. Calculations of GHG emissions are based on emission factors from invoices from energy suppliers. Otherwise, the most recent available emission factors from IEA are applied. All GHG emissions are converted to CO_2e equivalents (CO_2e).

Primary data on scope 1 and 2 GHG emissions constitutes the largest proportion of the data collected. This includes data from digital and manual meter readings and consumption data from invoices. For the remaining locations where no consumption and emissions data are available, average consumption values per m^2 have been applied to estimate energy consumption and GHG emissions.

Scope 1 GHG emissions
Scope 1 GHG emissions include direct emissions from combustion of gas and oil, refrigerants, and mileage in the Group owned or controlled vehicles. Emissions factors used are the most recent available DEFRA or IEA factors

Scope 1 GHG emissions from regulated emission trading schemes
Represent emission allowances under European Union Emission Trading Scheme (EU ETS).

Scope 2 GHG emissions (market-based and location-based)
Scope 2 GHG emissions include indirect emissions from purchased heating and electricity. For market based emissions, market-based emissions factors were applied, which implies that power purchase agreements (PPAs) of green energy and other renewable sourcing of energy influences the calculation. For location based emissions, location-based emissions factors from IEA for 2023 have been applied.

Scope 3 GHG emissions
A comprehensive Scope 3 GHG inventory has been completed in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Standard. We have selected the following priority Scope 3 categories (C) – C1, C4, C6, and C9 – which collectively represent over 90% of our total Scope 3 emissions. This approach aligns with the emissions coverage requirements set forth by the SBTi.

Priority categories
C1 Purchased goods and services: Accounts for GHG emissions from direct and indirect purchases. Direct purchases calculation is based on the weight of our different purchase categories. Indirect purchases calculation is based on monetary spend value.

C4 Upstream transportation and distribution: Accounts for GHG emissions from intercompany, supplier, and customer flows paid for by KK Group. The calculation is based on weight, distances and transport modes from supplier and transport system reports, where available, and direct spend reports for the remainder.

C6 Business travel: The calculation is based on the business travel booking system, corporate credit card reports and indirect spend reports combined with extrapolation, where necessary. Emissions are based on UK BEIS with RF and with WTT kg CO_2e.

C9 Downstream transportation and distribution: Accounts for GHG emissions from transportation of our products after the point of sale that are not paid for by KK Group. The calculation is based on weight, distances and transport modes from supplier and transport system reports.

Note 3 – GHG emissions

(continued)

Change of accounting principles for priority categories
The accounting principles for the four priority categories have all been updated due to improved methodology eliminating the need for less precise extrapolation. The overall change results in a 10% reduction.

	cat 1	cat 4	cat 6	cat 9	Total
Reported 2024 numbers according to Annual Report 2024	373,028	50,144	4,503	28,811	456,486
Change as per updated accounting principles	-17,977	-11,958	-124	-16,158	-46,217
Reported 2024 numbers according to Annual Report 2025 (as also stated above)	355,051	38,186	4,379	12,653	410,269

GHG emissions intensity ratio
GHG emissions intensity ratio represents total Scope 1+2+3 market or location-based emissions in CO_2e tonnes divided by total revenue in kDKK.

Scope 3 GHG emissions split on main categories

	Unit	2025	2024
Main scope 3 categories*			
Category 1: Purchased goods and services	Tonnes	346,502	355,051
Category 4: Upstream transportation and distribution	Tonnes	31,501	38,186
Category 6: Business travel	Tonnes	3,165	4,379
Category 9: Downstream transportation and distribution	Tonnes	14,700	12,653
Total scope 3 GHG emissions	**Tonnes**	**395,868**	**410,269**
Total GHG emissions, location-based	**Tonnes**	**410,388**	**424,097**
Total GHG emissions, market-based	**Tonnes**	**399,410**	**413,903**
GHG emissions intensity ratio			
Net turnover reconciled to the Financial Statements	kDKK	7,979,297	7,682,161
GHG emission intensity ratio, location-based	**Tonnes/kDKK**	**0.051**	**0.055**
GHG emissions intensity ratio, market-based	**Tonnes/kDKK**	**0.050**	**0.054**

*In 2024, and 2025 we reported the top 90% of our GHG inventory according to SBTi.

Notes
The Gross GHG Scope 3 emissions were updated from the previously reported number in our 2024 Annual Report of 456,486 Tonnes to 410,269 Tonnes due to data availability, quality and calculation methodology improvements.

Note 4 – Waste

Accounting principles

Waste
We report the total amount of solid waste in tonnes, split by hazardous waste and non-hazardous waste, as reported internally on a monthly basis based on invoices from the external waste handlers for all locations except for offices with less than 50 employees.

Hazardous waste includes batteries, chemicals, combustion waste, electronic waste, mixed hazardous packaging, as well as solvents and detergents. Non-hazardous waste includes bio waste, metals mix, non-hazardous packaging, paper, plastic, and wood.

The waste is reported on recovery operation types. Waste treatment types according to the standard and the total amount and percentage of non-recycled waste are reported as well.

Recovered in other ways is Anaerobic digestion and Biowaste treatment by composting.

Waste

	Unit	2025	2024
Total waste generated	**Tonnes**	**3,865**	**4,575**
of which is hazardous	Tonnes	308	338
of which is prepared for reuse	Tonnes	0	0
of which is recycled	Tonnes	3,457	4,117
of which is recovered in other ways	Tonnes	31	45
Total hazardous waste not recovered	**Tonnes**	**157**	**174**
of which is sent for incineration	Tonnes	90	100
of which is sent for landfill	Tonnes	58	74
Total non-hazardous waste not recovered	**Tonnes**	**220**	**239**
of which is sent for incineration	Tonnes	170	213
of which is sent for landfill	Tonnes	28	26
Total waste not recovered	**Tonnes**	**377**	**413**
Total percentage of waste not recovered	**%**	**10%**	**9%**

Notes
The decrease in our total waste generated is due to lower volumes in production. This resulted in a stable, low total percentage of not recovered waste, that is now at a level of 10%.

Note 5 – Employees

Accounting principles

Number of employees
We report employee characteristics, including total number of employees by head count at the end of the reporting period broken down by gender, countries of operations with more than 50 employees, employment type and age.

Employee turnover
We report the total number of employees who have left KK Group during the reporting period. This number includes all employees and is calculated based on the total number of retirements, voluntary or involuntary resginations, etc.

Employee turnover rate
We report the total rate of employee turnover rate based on the total employee turnover divided by the average number of employees on the payroll during the year.

Share of underrepresented gender in Senior Management
We report the share of underrepresented gender in senior management based on headcount at the end of the reporting period. Senior management is defined as the Executive Management Team and their direct reports, where these reports manage reports in the same legal entity.

Number of employees - Headcount at year-end

			2025			2024	
	Unit	**Female**	**Male**	**Total**	**Female**	**Male**	**Total**
Number of employees per country							
China	Number	106	273	**379**	107	267	**374**
Czech	Number	53	246	**299**	46	241	**287**
Denmark	Number	216	533	**749**	210	534	**744**
India	Number	88	465	**553**	95	379	**474**
Poland	Number	613	721	**1,334**	666	781	**1,447**
Slovakia	Number	83	216	**299**	78	223	**301**
Other countries	Number	8	54	**62**	8	47	**55**
Total number of employees	**Number**	**1,167**	**2,508**	**3,675**	**1,210**	**2,472**	**3,682**
Number of employees by employment type							
Permanent employees	Number	1,142	2,233	**3,375**	1,146	2,209	**3,355**
Temporary employees	Number	25	275	**300**	64	263	**327**
Total number of employees	**Number**	**1,167**	**2,508**	**3,675**	**1,210**	**2,472**	**3,682**
Number and % of employees by age							
Employees < 30 years old	Number | %	186 | 16%	623 | 25%	**809 | 22%**	223 | 18%	637 | 26%	**860 | 23%**
Employees 30 < 50 years old	Number | %	723 | 62%	1,474 | 59%	**2,197 | 60%**	748 | 62%	1,445 | 58%	**2,193 | 60%**
Employees > 50 years old	Number | %	258 | 22%	411 | 16%	**669 | 18%**	239 | 20%	390 | 16%	**629 | 17%**
Total number of employees	**Number**	**1,167 | 32%**	**2,508 | 68%**	**3,675 | 100%**	**1,210 | 33%**	**2,472 | 67%**	**3,682 | 100%**

Notes
The number of employees at the year-end of 2025 was at level with 2024. This reflects the integration of the acquisition, offset by selective hiring aligned with business expansion needs.

Note 6 – Health and safety

Accounting principles

Employees covered by Health and Safety management systems
Calculated as % of all employees covered by Health and Safety management systems in the company.

Fatalities linked to work related injuries or ill health
According to ESRS S1-14, we report the number of work related fatalities in our own workforce and workers working on the Group sites. The numbers reported are based on fatalities reported via the health and safety management system during the reporting period.

Total Recordable Injuries "TRI"
We report the total recordable work-related injuries, which include fatalities, lost time injuries, medical treatment injuries, and restricted workday injuries, with one or more days of absence in our own workforce. The numbers reported are based on number of incidents reported via the health and safety management system during the reporting period.

Total Recordable Incident Rate "TRIR"
We report the rate of TRI per million working hours. The working hours are calculated based on own workforce hours registered in the system or standard working hours excluding holidays, sick leave, maternity leave, etc. The calculation method differs based on the information available in the system used for each country.

Lost Time Injury Frequency Rate "LTIFR"
LTIFR is the sum of fatalities and lost time cases that have caused at least one day of absence per million working hours.

Total number of recordable work-related ill health
We report the number of recordable work-related illnesses according to the International Labour Organization (ILO) list of Occupational Diseases. The numbers reported are based on illnesses reported via the health and safety management system during the reporting period.

Notes
The total recordable injuries (TRI) previously reported in our Annual Report for 2024 was updated from 23 to 24, as the number previously reported were missing one TRI case which was not registered in the 2024 statistics. Consequently, the 2024 reported total recordable incident rate (TRIR) was updated from 3.51 to 3.68.

Note 7 – Governance

Accounting principles

Share of underrepresented gender in Board of Directors
We report the share of underrepresented gender on our Board of Directors defined as the Board of Directors for KK-Group A/S (CVR: 66 82 11 10) at the end of the reporting period. Information has been sourced from the Central Business Register (CVR) and employee-elected members have been excluded from the calculation.

Incidents of corruption or bribery
We report the number of incidents of corruption or bribery discovered by our legal department in the reporting period. Incidents are counted when they lead to dismissal or discipline of own workers or when they relate to terminating/ not renewing contracts with business partners due to violations related to corruption or bribery.

Number of convictions related to anti-corruption and anti-bribery laws
We report the number of convictions related to anti-corruption and anti-bribery laws in the reporting period.

Amount of fines related to anti-corruption and anti-bribery laws
We report the amount of fines in kDKK from convictions related to anti-corruption and anti-bribery laws in the reporting period.

Financial Statements

Consolidated Financial Statements

Consolidated Income Statement

Note	Amounts in kDKK	2025	2024
2.1	Revenue from contracts with customers	7,979,297	7,682,161
	Cost of goods sold	-5,333,590	-5,289,768
	Gross profit	**2,645,707**	**2,392,393**
2.2	Staff expenses	-1,436,716	-1,253,589
	Other operating expenses	-534,722	-652,142
	Result before depreciation, amortisation, and impairment losses, etc. (EBITDA)	**674,269**	**486,662**
2.3	Depreciation, amortisation, and impairment losses, net	-437,143	-466,427
2.4	Gain/loss on sale of non-current assets, etc., net	-12,280	-23,044
	Result before financial items (EBIT)	**224,846**	**-2,809**
4.1	Financial income	42,231	46,847
4.1	Financial expenses	-264,394	-339,757
	Result before tax	**2,683**	**-295,719**
5.1	Tax	3,395	69,585
	Result for the year	**6,078**	**-226,134**

Consolidated Statement of Comprehensive Income

Note	Amounts in kDKK	2025	2024
	Result for the year	**6,078**	**-226,134**
	Exchange rate adjustments of foreign subsidiaries		
	Translation impact arising during the year	-77,142	28,416
	Cash flow hedges		
	Value adjustment of cash flow hedges for the year, currency hedges	-38,275	40,644
	Reclassification to the income statement of previously deferred value adjustment, currency hedges	-6,644	-14,356
	Value adjustment of cash flow hedges for the year, interest rate hedges	4,202	-6,116
	Reclassification to the income statement of previously deferred value adjustment, interest rate hedges	-955	0
5.1	Tax on cash flow hedges	9,168	-4,438
	Total items that have been or may be reclassified subsequently to the income statement	**-109,646**	**44,150**
	Other comprehensive income, net of tax	**-109,646**	**44,150**
	Total comprehensive income for the year	**-103,568**	**-181,984**

Consolidated Balance Sheet

Assets

Note	Amounts in kDKK	2025	2024
3.1	Intangible assets	3,970,335	4,182,930
3.2	Property, plant, and equipment	661,895	673,966
3.3	Right-of-use assets	225,814	277,456
4.2	Derivatives	6,134	14,025
	Other receivables	18,638	15,944
	Financial non-current assets	**24,772**	**29,969**
2.1	Other assets related to contracts with customers	81,375	59,585
5.1	Deferred tax	72,995	89,459
	Total non-current assets	**5,037,186**	**5,313,365**
3.7	Inventories	1,400,569	1,571,910
4.2	Trade receivables	799,746	1,114,889
2.1	Contract assets	33,018	21,870
2.1	Other assets related to contracts with customers	21,512	17,321
	Tax receivables	130,920	113,499
4.2	Derivatives	14,110	25,208
	Other receivables	107,434	151,481
	Prepayments	28,323	36,644
	Cash and bank balances	966,727	831,782
	Total current assets excluding assets classified as held for sale	**3,502,359**	**3,884,604**
3.6	Assets held for sale	66,138	82,290
	Total current assets	**3,568,497**	**3,966,894**
	Total assets	**8,605,683**	**9,280,259**

Equity and liabilities

Note	Amounts in kDKK	2025	2024
	Share capital	20,553	20,553
	Reserves	-87,821	21,825
	Retained earnings	1,888,857	1,883,846
	Proposed dividend	0	300,000
4.5	**Total equity**	**1,821,589**	**2,226,224**
4.4	Borrowings, non-current	3,596,031	3,598,615
4.4	Lease liabilities, non-current	185,239	222,056
3.8	Provisions	64,063	45,514
4.2	Derivatives	7,844	8,124
5.1	Deferred tax	315,695	291,536
4.4	Payables to group enterprises	0	351,289
	Other payables	15,966	15,580
	Total non-current liabilities	**4,184,838**	**4,532,714**
4.4	Borrowings, current	256,084	45,157
4.4	Lease liabilities, current	57,192	62,835
3.8	Provisions	84,152	48,717
	Trade payables	1,491,644	2,112,990
2.1	Contract liabilities	30,811	22,499
	Tax payables	27,488	29,372
4.2	Derivatives	31,564	0
4.4	Payables to group enterprises	379,704	0
	Other payables	227,113	170,333
	Deferred income	13,504	29,418
	Total current liabilities	**2,599,256**	**2,521,321**
	Total liabilities	**6,784,094**	**7,054,035**
	Total equity and liabilities	**8,605,683**	**9,280,259**

Consolidated Cash Flow Statement

Note	Amounts in kDKK	2025	2024
	Result before financial items (EBIT)	224,846	-2,809
2.3	Depreciation, amortisation, and impairment losses, net	437,143	466,427
2.4	Gain/loss on sale of non-current assets, etc., net	12,280	23,044
5.2	Change in working capital	-54,405	-79,474
	Change in provisions	53,984	-3,525
	Cash flow from operating activities before tax	**673,848**	**403,663**
	Taxes received/paid	31,474	-40,241
	Cash flow from operating activities	**705,322**	**363,422**
3.1	Purchase of intangible assets	-56,159	-26,134
3.2	Purchase of property, plant, and equipment	-101,951	-51,499
	Sale of property, plant, and equipment and assets held for sale	15,520	13,760
	Purchase of other assets related to contracts with customers	-27,491	-25,544
3.5	Acquisition of subsidiaries and activities	0	98,106
	Sale of associated companies	0	1,200
	Cash flow used for investing activities	**-170,081**	**9,889**
4.4	Repayment of borrowings	-152,980	-2,726,407
4.4	Repayment of leases	-70,483	-68,537
4.4	Proceeds from borrowings	372,300	2,993,000
4.4	Repayment of payables to group enterprises	0	-125,000
	Financial income received	2,590	11,454
	Financial expenses paid	-206,318	-254,162
	Purchase of own shares	-1,067	-11,479
	Dividends paid to shareholders	-300,000	0
	Cash flow from financing activities	**-355,958**	**-181,131**
	Net cash flow for the year	**179,283**	**192,180**

Note	Amounts in kDKK	2025	2024
	Cash and cash equivalents at 1 January	831,782	619,879
	Currency translation effect on cash and cash equivalents	-44,338	19,723
	Net cash flow for the year	179,283	192,180
	Cash and cash equivalents at 31 December	**966,727**	**831,782**
4.2	Cash and bank balances	966,727	831,782
	Cash and cash equivalents at 31 December	**966,727**	**831,782**

Consolidated Statement of Changes in Equity

Amounts in kDKK	Share capital	Translation reserve	Reserve for cash flow hedges	Retained earnings	Proposed dividend	Total equity
Equity at 1 January 2024	**20,553**	**-28,323**	**5,998**	**2,408,087**	**0**	**2,406,315**
Result for the year	0	0	0	-526,134	300,000	-226,134
Exchange rate adjustments of foreign subsidiaries	0	28,416	0	0	0	28,416
Cash flow hedges	0	0	20,172	0	0	20,172
Tax on other comprehensive income	0	0	-4,438	0	0	-4,438
Other comprehensive income, net of tax	**0**	**28,416**	**15,734**	**0**	**0**	**44,150**
Total comprehensive income for the year	**0**	**28,416**	**15,734**	**-526,134**	**300,000**	**-181,984**
Purchase of own shares	0	0	0	-11,479	0	-11,479
Effect of business combination of entities under common control	0	0	0	13,372	0	13,372
Total transactions with shareholders	**0**	**0**	**0**	**1,893**	**0**	**1,893**
Equity at 31 December 2024	**20,553**	**93**	**21,732**	**1,883,846**	**300,000**	**2,226,224**
Result for the year	0	0	0	6,078	0	6,078
Exchange rate adjustments of foreign subsidiaries	0	-77,142	0	0	0	-77,142
Cash flow hedges	0	0	-41,672	0	0	-41,672
Tax on other comprehensive income	0	0	9,168	0	0	9,168
Other comprehensive income, net of tax	**0**	**-77,142**	**-32,504**	**0**	**0**	**-109,646**
Total comprehensive income for the year	**0**	**-77,142**	**-32,504**	**6,078**	**0**	**-103,568**
Dividends paid to shareholders	0	0	0	0	-300,000	-300,000
Purchase of own shares	0	0	0	-1,067	0	-1,067
Total transactions with shareholders	**0**	**0**	**0**	**-1,067**	**-300,000**	**-301,067**
Equity at 31 December 2025	**20,553**	**-77,049**	**-10,772**	**1,888,857**	**0**	**1,821,589**

Notes to the Consolidated Financial Statements

1.1 General Accounting Policies

This note sets out general accounting policies for KK Group Holding A/S that relate to the financial statements as a whole. Where an accounting policy is applicable to a specific note in the financial statements, the policy is described within that note.

Basis of preparation
The consolidated financial statements have been prepared on a going concern basis and in accordance with the IFRS Accounting Standards as adopted by the EU (IFRS) and further requirements in the Danish Financial Statements Act applying to large enterprises of reporting class C.

The functional currency of KK Group Holding A/S and the presentation currency of the financial statements of the Group and the parent company is Danish kroner (DKK). All amounts have been rounded to the nearest thousand unless otherwise stated.

The accounting policies are consistent with those applied in the consolidated financial statements for 2024, except for the changes to accounting standards that were effective from 1 January 2025 and endorsed by the EU. The changes have not had a material impact on the financial statements.

Applying materiality
In the preparation of the consolidated financial statements, the Group aims to focus on information that is considered to be material and relevant to the users of the consolidated financial statements. The consolidated financial statements are a result of processing large numbers of transactions and aggregating those transactions into classes according to their nature or function. The transactions are presented in classes of similar items in the consolidated financial statements. If a line item is not individually material, it can be aggregated with other items of a similar nature in the consolidated financial statements or in the notes. The provisions in IFRS contain extensive disclosure requirements. Management provides the specific disclosures required by IFRS in the consolidated financial statements unless the information is not applicable or is considered immaterial to the users of the consolidated financial statements.

Consolidation
The consolidated financial statements incorporate the financial statements of the parent company, KK Group Holding A/S, and its subsidiaries. Subsidiaries are entities controlled by KK Group Holding A/S. Control exists when KK Group Holding A/S has effective power over the entity and has the right to variable returns from the entity.

Consolidation is performed by summarising the financial statements of the parent company and its subsidiaries, which have been prepared in accordance with KK Group Holding A/S' accounting policies. Intra-group income and expenses, shareholdings, dividends, intra-group balances, and gains on intra-group transactions are eliminated.

Subsidiaries acquired or disposed of during the year are included in the consolidated financial statements from the effective date of acquisition and up to the effective date of disposal.

Foreign currency translation
For each reporting entity in the Group, a functional currency is determined, being the currency used in the primary economic environment where the entity operates. Where a reporting entity has transactions in a foreign currency, it will record the transaction in its functional currency using the transaction date rate. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency using the exchange rate applicable at the reporting date. Exchange rate differences are recognised in the income statement under financial items. Non-monetary items, for example property, plant, and equipment, which are measured based on historical cost in a foreign currency, are translated into the functional currency upon initial recognition.

Financial statements of foreign subsidiaries are translated into the presentation currency of the parent company at the exchange rates prevailing at the end of the reporting period for balance sheet items and for income statement items at average exchange rates (if these do not differ materially from the transaction date exchange rates). All exchange rate differences are recognised in other comprehensive income and accumulated in the translation reserve within equity.

Income statement
Cost of goods sold comprises raw materials and consumables used as well as changes in inventories of finished goods and work in progress.

Other external expenses include the year's expenses related to the Group's primary activities, including expenses related to distribution, sale, advertising, development, administration, premises, changes in allowance for expected credit loss, etc.

Cash flow statement
The consolidated cash flow statement is prepared using the indirect method. The statement of cash flows cannot be derived directly from the consolidated balance and the consolidated income statement. Cash flows relating to acquired entities are recognised from the date of acquisition.

Cash flow from operating activities is calculated as result before financial items (EBIT) adjusted for non-cash operating items, such as depreciation, amortisation and impairment losses and gain/loss on sale of non-current assets, provisions, changes in working capital and taxes paid. Working capital comprises current assets less short-term debt excluding items included in cash and cash equivalents.

Cash flow used for investing activities comprises cash flow from business combinations and from acquisitions and disposals of intangible assets, property, plant, and equipment as well as other non-current assets. The cash flow effect from business combinations is shown separately. The commencement of leases is treated as non-cash transactions.

Cash flow from financing activities comprises changes to the amount of share capital as well as the raising and repayment of loans and interest-bearing debt, repayment of lease liabilities, financial expenses paid, financial income received, purchase and sale of own shares together with distribution of dividends to shareholders.

Cash and cash equivalents consist of cash.

Climate-related matters

In preparing the consolidated financial statements, management assesses how climate-related matters may affect the carrying amount of non-current assets in the consolidated financial statements and the measures that have been, or will be, put in place to mitigate them. Management assesses that climate-related matters do not have a significant impact on the 2025 financial statements.

Implementation of new accounting standards, amendments and interpretations

The Group has implemented all new standards, amendments to existing standards and interpretations effective in the EU from 1 January 2025. The new standards, amendments to existing standards and interpretations did not have any material impact on the consolidated financial statements.

The International Accounting Standards Board (IASB) has issued a number of new or amended and revised accounting standards and interpretations which are not yet applicable. The Group will adopt these new or amended standards and interpretations when they become mandatory. With the exception of IFRS 18: Presentation and Disclosure in Financial Statements, it is expected that the future implementation of the new or amended standards and interpretations will not have a material impact on the consolidated financial statements.

IFRS 18, which replaces IAS 1, introduces a number of specific requirements for the income statement, including a requirement for all income and expenses within the income statement to be classified into one of five categories: operating, investing, financing, income taxes and discontinued operations. It also requires certain subtotals, including operating profit, to be presented in the income statement. Furthermore, IFRS 18 requires management-defined performance measures to be disclosed in a single note to the financial statements. IFRS 18 is effective for financial years beginning on or after 1 January 2027.

Currently, the Group is assessing the implications of IFRS 18 on both its primary financial statements and accompanying notes. Preliminary analysis indicates that the following material impacts are anticipated in the Group's financial statements:

- Foreign exchange difference will be classified in the category where the related income and expense item giving rise to the foreign exchange difference is classified.
- Other financial items including items related to cash flow hedges will be split between the categories operating, investing and financing based on whether these relate to activities, including assets and liabilities, that are operating, investing or financing activities. The majority of interest income will be classified in the investing category, and the majority of interest expenses will be classified in the financing category.
- All income and cost related to business combinations, including remeasuring of contingent consideration will be classified in the operating category.
- A new note to the financial statements for the required disclosures related to management-defined performance measures will be presented.
- The starting point for determining cash flows from operating activities in the cash flow statement will be changed to operating profit.

IFRS 19: Subsidiaries without Public Accountability: Disclosures is a financial reporting standard that may be applied by subsidiaries of parent companies reporting under IFRS. Application of IFRS 19 is voluntary, and it is effective for financial years beginning on or after 1 January 2027. It has not yet been determined if the standard will be applied by the Group.

Definitions of financial ratios

Net margin	$\frac{\text{Result for the year x 100}}{\text{Revenue}}$
Return on invested capital	$\frac{\text{Result before financial items (EBIT) x 100}}{\text{Average invested capital}}$
Solvency ratio	$\frac{\text{Equity at year-end x 100}}{\text{Total assets at year-end}}$

1.2 Material Accounting Estimates and Judgements

The preparation of the consolidated financial statements requires management to make accounting estimates and judgements on an ongoing basis and form assumptions that affect the reported amounts. The estimates and judgements are based on historical experience and various other assumptions, including climate-related matters that are reasonable under the circumstances. The estimates and underlying assumptions are reviewed on an ongoing basis. If necessary, changes are recognised in the period in which the estimate is revised. Management considers the accounting estimates and judgements to be reasonable and appropriate based on currently available information. The actual amounts may differ from the amounts estimated as more detailed information becomes available, since the estimates and judgements are by nature uncertain and unpredictable.

The material accounting estimates and judgements applied in the preparation of the consolidated financial statements are listed below. Additional information about the accounting estimates and judgements as well as assumptions applied can be found in the relevant notes.

Material accounting estimates and judgements	Estimate/ Judgement	Risk	Note
Method for recognition of revenue	Judgement	Medium	2.1
Determination of cash-generating units	Judgement	Medium	3.1
Useful lives of property, plant, and equipment	Estimate	Low	3.2
Key assumptions used during impairment tests	Estimate	High	3.4
Valuation of inventories	Estimate	Medium	3.7
Provision for product warranty	Estimate	Medium	3.8
Contingent consideration	Estimate	Medium	4.3
Deferred tax assets	Estimate	Medium	5.1

2.1 Revenue From Contracts With Customers

Below the Group's revenue is disaggregated:

Amounts in kDKK	2025	2024
Type of revenue		
Products	7,202,050	7,210,236
Services	777,247	471,925
Total revenue	**7,979,297**	**7,682,161**
Geographical split		
Europe	4,944,215	5,625,937
Asia	2,066,314	1,684,881
North America	957,764	336,374
Other countries	11,004	34,969
Total revenue	**7,979,297**	**7,682,161**
Timing of revenue recognition		
Recognised over time	6,626,087	6,458,053
Recognised at a point in time	1,353,210	1,224,108
Total revenue	**7,979,297**	**7,682,161**

Contract balances

Contract assets comprise unbilled amounts representing the Group's right to consideration for the products and services transferred to date. Any amount previously recognised as contract assets is reclassified to trade receivables at the time it is invoiced to the customer.

Other assets related to contracts with customers consist of assets recognised for costs incurred to fulfil a contract. During 2025, amortisation amounting to 1,510 kDKK has been recognised, whereas during 2024, no amortisation was recognised regarding these assets, as none of the related products have been sold to the customers until 2025.

Amounts in kDKK	2025	2024
Trade receivables from contracts with customers	799,746	1,114,889
Other assets related to contracts with customers	102,887	76,906
Contract assets (accrued income)	33,018	21,870
Contract liabilities (deferred income)	30,811	22,499

Of the contract liability opening balance, 22,499 kDKK has been recognised as revenue in 2025 (21,711 kDKK in 2024). The entire contract liability ending balance is expected to be recognised as revenue in the coming year.

Information about allowances for expected credit losses related to receivables arising from contracts with customers is disclosed in note 4.2.

Future performance obligations

Performance obligations are products that are to be delivered and services that are to be completed under existing customer contracts.

Amounts in kDKK	2025	2024
Within one year	3,703,916	3,427,277
Between one and five years	182,737	417,346
Total	**3,886,653**	**3,844,623**

Material accounting estimates and judgements

Method for recognition of revenue

Management applies judgement when determining whether revenue is to be recognised at a point in time or over time. Revenue from sale of products that have no alternative use for the Group, and where the Group has an enforceable right to payment for performance completed to date, is recognised over time (output method). Revenue from other products is recognised at a point in time. Revenue from construction contracts and service contracts is recognised over time (percentage-of-completion method). The use of the percentage-of-completion method requires management to determine the completion rate on the basis of the ratio between the expenses incurred and the total expected expenses of the contracts.

Material accounting policies

Revenue

Revenue is recognised when the performance obligation has been satisfied, which happens upon the transfer of control to the customer, at an amount that reflects the consideration to which the Group expects to be entitled in exchange for the products and services.

Revenue related to products that have no alternative use for the Group, and where the Group has an enforceable right to payment for performance completed to date (products that are produced according to the specific requirements from one customer, and which cannot be used by other customers), and revenue related to service contracts are recognised over time. Revenue related to such products is recognised using an output method based on units delivered, whereas revenue related to service contracts is recognised using an input method (the percentage-of-completion method).

When using the percentage-of-completion method, revenue is recognised at the amount that corresponds to the selling price of the work performed and the services completed during the financial year. The state of completion is measured based on the ratio between the expenses incurred and the total expenses expected for the contracts. In situations where it is probable that total contract expenses will exceed total revenue from the contract, the expected loss is recognised as an expense in the income statement.

Revenue related to other products is recognised at the point in time, where control is transferred to the customer.

There are no major discrepancies between the recognition of revenue and the actual timing of the invoicing. None of the payment terms include a significant element of financing.

Normally, the transaction prices in the Group include fixed consideration only. Most contracts include a standard warranty clause. Please refer to note 3.8 for further information about warranty.

Contract balances

Contract assets relate to the Group's conditional right to consideration for performance completed under contracts. Once the right to consideration becomes unconditional, the amounts are recognised as trade receivables. Contract liabilities relate to payments received in advance of performance under the contracts. Contract liabilities are recognised as revenue, as the Group performs under the contracts.

Other assets related to contracts with customers consist of assets recognised for costs incurred to fulfil a contract. Costs incurred to fulfil a contract comprise costs that relate directly to contracts or to anticipated contracts. The costs include costs related to different pre-production activities e.g. design and engineering cost and cost related to certain set-up activities, in situations where the activities do not transfer goods or services to a customer. Costs incurred to fulfil a contract are amortised over the period that the related products are transferred to the customers, and the amortisation is presented in the consolidated income statement within the line item depreciation, amortisation and impairment losses, net.

Material accounting policies related to trade receivables from contracts with customers are described in note 4.3.

2.2 Staff Expenses

Amounts in kDKK	**2025**	**2024**
Remuneration of employees		
Short-term employment benefits	1,316,434	1,123,899
Post-employment benefits, defined contribution plans	65,664	56,899
Termination benefits	26,712	24,935
Other social security costs	99,952	88,043
Total remuneration	**1,508,762**	**1,293,776**
Of which:		
Recognised in the cost of assets	-72,046	-40,187
Expensed as staff costs	**1,436,716**	**1,253,589**
Average number of employees	**3,677**	**3,557**

Remuneration of key management personnel, the Executive Board, and Board of Directors
The Executive Board of KK Group Holding A/S and the rest of the Executive Leadership Team are considered to be key management personnel of the Group (9 members in both 2025 and 2024).

Amounts in kDKK	**2025**	**2024**
Remuneration of key management personnel		
Short-term employment benefits	39,665	33,204
Post-employment benefits, defined contribution plans	1,872	1,526
Other social security costs	240	225
Total remuneration of key management personnel	**41,777**	**34,955**

The total remuneration of the Executive Board amounts to 14,906 kDKK of which 325 kDKK relates to post-employment benefits (12,051 kDKK and 223 kDKK in 2024). Part of the Board of Directors of KK Group Holding A/S, registered in 2025 and 2024, has been remunerated from A.P. Møller Holding A/S. The remuneration of the registered Board of Directors in KK Group Holding A/S, including the amount allocated to KK Group Holding A/S from A.P. Møller Holding A/S, amounts to 2,600 kDKK covering 5 members (450 kDKK covering 3 members in 2024). The total remuneration of the Executive Board and the Board of Directors seen as one amounts to 17,506 kDKK (12,501 kDKK in 2024).

Bonus incentive agreements for the Executive Board and other management have been granted, and can be triggered by achievement of a split between the Group's financial performance and personal KPIs.

The Group has implemented a co-investment program which is determined by the development in the value creation of KK Group. The Board of Directors and the Executive Board as well as other senior management levels are part of the program. For the Group, the program is equity-settled. As the purchase price corresponds to fair value of the shares on the grant day, no amounts are recognised in the income statement.

Material accounting policies
Staff expenses comprise wages and salaries, post-employment benefits as well as related expenses.

Wages, salaries, social security contributions, annual leave and sick leave, bonuses and non-monetary benefits, etc. are recognised in the year in which the associated services are rendered by the employees. Where the company provides long-term employee benefits, the costs are accrued to match the rendering of the services by the employees.

2.3 Depreciation, Amortisation, and Impairment Losses, Net

Amounts in kDKK	2025	2024
Depreciation	180,905	197,714
Amortisation	254,728	268,713
Amortisation, other assets related to contracts with customers	1,510	0
Depreciation, amortisation, and impairment losses, net	**437,143**	**466,427**

For further information about depreciation, amortisation and impairment losses, please refer to notes 2.1, 3.1, 3.2, 3.3, and 3.4.

2.4 Gain/Loss on Sale of Non-Current Assets, etc., Net

Amounts in kDKK	2025	2024
Losses	-12,280	-23,044
Gain/loss on sale of non-current assets, etc., net	**-12,280**	**-23,044**

The losses in 2025 are primarily due to disposal of a few development projects and sale of a property. The losses in 2024 are also primarily due to disposal of a few development projects and a sale of a property and the related assets, but also a general disposal of production equipment including assets in closed production facilities.

3.1 Intangible Assets

Amounts in kDKK	Goodwill	Customer relations	Other acquired intangible assets	Development projects in progress	Completed development projects	Total
Cost						
At 1 January 2025	2,348,141	1,950,917	869,636	41,146	180,450	5,390,290
Addition	0	0	0	50,615	5,544	56,159
Disposal	0	0	0	-7,050	0	-7,050
Transfers	0	-171,627	161,240	-8,768	14,698	-4,457
Exchange rate adjustment	-755	0	-2,473	-204	-60	-3,492
At 31 December 2025	**2,347,386**	**1,779,290**	**1,028,403**	**75,739**	**200,632**	**5,431,450**
Amortisation and impairment losses						
At 1 January 2025	100,000	627,270	347,763	0	132,327	1,207,360
Amortisation	0	123,108	94,581	0	37,039	254,728
Transfers	0	-52,919	52,919	0	0	0
Exchange rate adjustment	0	0	-939	0	-34	-973
At 31 December 2025	**100,000**	**697,459**	**494,324**	**0**	**169,332**	**1,461,115**
Carrying amount						
At 31 December 2025	**2,247,386**	**1,081,831**	**534,079**	**75,739**	**31,300**	**3,970,335**

Other acquired intangible assets primarily consist of knowhow and technology acquired in business combinations.

Besides the amounts above, the Group has incurred research and development expenses of 31,812 kDKK (2024: 56,709 kDKK), which are included in other operating expenses in the consolidated income statement.

The carrying amount of goodwill is allocated to the cash-generating unit Power & Controls and Monitoring & Service with 1,833,255 kDKK and to the cash-generating unit Cooling with 414,131 kDKK based on the management structure and internal financial reporting (1,834,010 kDKK and 414,131 kDKK respectively in 2024).

Amounts in kDKK	Goodwill	Customer relations	Other acquired intangible assets	Development projects in progress	Completed development projects	Total
Cost						
At 1 January 2024	1,833,631	1,676,509	832,659	17,545	209,689	4,570,033
Addition	0	0	341	25,793	0	26,134
Acquired in business combinations	514,131	274,408	23,696	23,248	0	835,483
Disposal	0	0	-239	-2,582	-37,393	-40,214
Transfers	0	0	12,590	-22,863	8,154	-2,119
Exchange rate adjustment	379	0	589	5	0	973
At 31 December 2024	**2,348,141**	**1,950,917**	**869,636**	**41,146**	**180,450**	**5,390,290**
Amortisation and impairment losses						
At 1 January 2024	0	426,502	242,676	0	108,809	777,987
Acquired in business combinations	100,000	60,497	20,903	0	0	181,400
Amortisation	0	140,271	84,305	0	44,137	268,713
Disposal	0	0	0	0	-20,619	-20,619
Exchange rate adjustment	0	0	-121	0	0	-121
At 31 December 2024	**100,000**	**627,270**	**347,763**	**0**	**132,327**	**1,207,360**
Carrying amount						
At 31 December 2024	**2,248,141**	**1,323,647**	**521,873**	**41,146**	**48,123**	**4,182,930**

For further information about business combinations, please refer to note 3.5.

Material accounting estimates and judgements

Determination of cash-generating units

Judgement is applied in the definition of cash-generating units to which goodwill is allocated for impairment testing and in the selection of methodologies and assumptions applied in impairment tests. During both 2025 and 2024, two cash-generating units exist based on the management structure and internal financial reporting. The two cash-generating units align with how management evaluates performance and allocates resources as they operate as distinct business areas with individual cost structures, revenue streams and cash flow. The two cash-generating units do not comprise any smaller operational segments that generate cash inflows that are independent of the cash inflows from other operational segments. For further information about impairment test, please refer to note 3.4.

Material accounting policies

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at historical cost less any accumulated amortisation and accumulated impairment losses. Amortisation is calculated on a straight-line basis over the estimated useful lives of the assets.

Goodwill has an indefinite useful life and is not amortised. All other intangible assets have definite lives.

Development projects

Costs of development projects comprise salaries, depreciation, amortisation and other expenses directly or indirectly attributable to the Group's development activities.

Development projects that are clearly defined and identifiable and in respect of which technical feasibility, sufficient resources and a potential future market or development opportunity in the Group can be demonstrated, and where it is the intention to manufacture, market or use the project, are recognised as intangible assets. This applies, if the cost attributable to the intangible asset during its development can be measure reliably and sufficient certainty exists that future earnings are adequate to cover the development cost as well as all other future cost incurred in order to obtain the earnings.

Development projects that do not meet the criteria for recognition in the balance sheet are recognised as expenses in the income statement as incurred.

Capitalised development costs are amortised as of the date of completion. The amortisation period is 1 - 5 years. Development projects in progress are not amortised but are tested for impairment annually.

Goodwill

Goodwill is measured initially at cost, being the excess of the consideration transferred over the fair value of the net identifiable assets acquired. Goodwill is not amortised but is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is, subsequent to initial recognition, carried at cost less accumulated impairment losses, if any.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose.

Customer relations

Customer relations acquired in business combinations are measured at fair value at the date of acquisition less accumulated amortisation and less any accumulated impairment losses.

The amortisation period of customer relations is 7-20 years depending on the expected useful life of the asset.

Other acquired intangible assets

Other intangible assets acquired in business combinations are measured at fair value at the date of acquisition less accumulated amortisation and less any accumulated impairment losses.

The amortisation period of other acquired intangible assets is 5-10 years depending on the expected useful life of the asset.

3.2 Property, Plant, and Equipment

Amounts in kDKK	Land and buildings	Plant and machinery	Other fixtures and fittings, tools, and equipment	Property, plant, and equipment under construction	Total
Cost					
At 1 January 2025	393,999	386,112	106,297	34,108	920,516
Addition	871	18,675	1,705	80,700	101,951
Disposal	0	-58,766	-12,138	-63	-70,967
Transfers	8,443	42,487	-560	-45,913	4,457
Exchange rate adjustment	-6,446	-9,175	-4,477	-76	-20,174
At 31 December 2025	**396,867**	**379,333**	**90,827**	**68,756**	**935,783**
Depreciation and impairment losses					
At 1 January 2025	51,860	162,721	31,969	0	246,550
Depreciation	25,214	57,932	19,027	0	102,173
Disposal	0	-54,960	-11,912	0	-66,872
Transfers	0	9,534	-9,534	0	0
Exchange rate adjustment	-525	-3,654	-3,784	0	-7,963
At 31 December 2025	**76,549**	**171,573**	**25,766**	**0**	**273,888**
Carrying amount					
At 31 December 2025	**320,318**	**207,760**	**65,061**	**68,756**	**661,895**

Amounts in kDKK	Land and buildings	Plant and machinery	Other fixtures and fittings, tools, and equipment	Property, plant, and equipment under construction	Total
Cost					
At 1 January 2024	334,033	262,674	81,270	24,397	702,374
Addition	3,772	10,265	17,526	19,936	51,499
Acquired in business combinations	181,476	129,514	18,515	748	330,253
Disposal	-10,343	-29,636	-16,652	-12	-56,643
Transfers	0	7,793	3,699	-9,373	2,119
Transfers, assets held for sale	-119,455	0	0	0	-119,455
Exchange rate adjustment	4,516	5,502	1,939	-1,588	10,369
At 31 December 2024	**393,999**	**386,112**	**106,297**	**34,108**	**920,516**
Depreciation and impairment losses					
At 1 January 2024	30,718	81,436	13,435	0	125,589
Acquired in business combinations	28,224	33,139	2,573	0	63,936
Depreciation	33,901	66,423	29,745	0	130,069
Disposal	-4,541	-20,679	-14,832	0	-40,052
Transfers, assets held for sale	-37,165	0	0	0	-37,165
Exchange rate adjustment	723	2,402	1,048	0	4,173
At 31 December 2024	**51,860**	**162,721**	**31,969**	**0**	**246,550**
Carrying amount					
At 31 December 2024	**342,139**	**223,391**	**74,328**	**34,108**	**673,966**

For further information about business combinations, please refer to note 3.5.

Material accounting estimates and judgements

Useful lives

The depreciation period of the assets recognised is based on historical experience, the expected future development related to the use of the assets and the market in which KK Group is operating. Reassessment is done annually to ascertain that the depreciation basis applied is still representative and reflects the expected useful lives of the assets.

Material accounting policies

Property, plant, and equipment is measured at historical cost less accumulated depreciation and less any accumulated impairment losses. Historical cost comprises the cost of acquisition and expenses directly attributable to the acquisition up until the time when the asset is ready for use.

For self-constructed assets, historical cost comprises direct and indirect costs relating to materials, components, payroll and the borrowing costs from specific and general borrowings that directly concern the construction of qualifying assets.

Any subsequent costs e.g. in connection with replacement of components are included in the asset's carrying amount or recognised as a separate asset only when it is probable that the item will result in future economic benefits, and the cost of the item can be measured reliably. All other costs incurred for repairs and maintenance are recognised in the consolidated 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	15-50 years
Plant and machinery	3-10 years
Other fixtures and fittings, tools, and equipment	2-7 years
Land	No depreciation

Depreciation commences when the asset is available for use, i.e. when it is in the location and condition necessary for it to be capable of operating in the manner intended.

The residual values and useful lives of property, plant, and equipment are reviewed annually and adjusted prospectively, if appropriate.

3.3 Right-of-Use Assets

Amounts in kDKK	Buildings	Plant and machinery	Other fixtures and fittings, tools, and equipment	Total
Cost				
At 1 January 2025	358,508	26,214	42,356	427,078
Addition	27,957	3,342	13,135	44,434
Disposal	-11,521	-2,545	-297	-14,363
Exchange rate adjustment	-16,528	171	96	-16,261
At 31 December 2025	**358,416**	**27,182**	**55,290**	**440,888**
Depreciation and impairment losses				
At 1 January 2025	119,780	11,476	18,366	149,622
Depreciation	57,385	6,833	14,514	78,732
Disposal	-7,675	-1,694	-289	-9,658
Exchange rate adjustment	-3,238	3	-387	-3,622
At 31 December 2025	**166,252**	**16,618**	**32,204**	**215,074**
Carrying amount				
At 31 December 2025	**192,164**	**10,564**	**23,086**	**225,814**

As part of the Group's activities, different lease agreements are entered into. The leased assets are primarily real estate property, company cars and forklifts and the like for use at the production facilities. In some instances, the lease agreements include options for extending the lease term. Such options are included in the lease term only if these are reasonably certain to be exercised.

Amounts in kDKK	Buildings	Plant and machinery	Other fixtures and fittings, tools, and equipment	Total
Cost				
At 1 January 2024	171,050	10,625	21,350	203,025
Addition	128,940	10,896	16,796	156,632
Acquired in business combinations	92,450	10,889	9,213	112,552
Disposal	-37,941	-6,077	-5,190	-49,208
Transfers	0	-181	181	0
Exchange rate adjustment	4,009	62	6	4,077
At 31 December 2024	**358,508**	**26,214**	**42,356**	**427,078**
Depreciation and impairment losses				
At 1 January 2024	56,919	4,130	7,203	68,252
Acquired in business combinations	30,798	5,464	3,821	40,083
Depreciation	49,269	6,814	11,562	67,645
Disposal	-18,916	-4,784	-4,403	-28,103
Transfers	0	-181	181	0
Exchange rate adjustment	1,710	33	2	1,745
At 31 December 2024	**119,780**	**11,476**	**18,366**	**149,622**
Carrying amount				
At 31 December 2024	**238,728**	**14,738**	**23,990**	**277,456**

For further information about business combinations, please refer to note 3.5.

Amounts recognised in the consolidated income statement

Amounts in kDKK	2025	2024
Depreciation and impairment losses on right-of-use assets	78,732	67,645
Interest expenses (included in financial expenses)	13,732	9,566
Expenses relating to short-term leases and leases of low-value assets	2,133	1,402
Total recognised in the income statement	**94,597**	**78,613**

Total cash outflow for leases

Amounts in kDKK	2025	2024
Interest expenses	13,732	9,566
Repayment of leases	70,483	68,537
Total cash outflow for leases	**84,215**	**78,103**

Material accounting policies

Right-of-use assets mainly consist of real estate property, cars and forklifts and the like for use at the production facilities. Lease contracts for cars and forklifts and the like typically run for 3-5 years, whereas the lease contracts for real estate leases are negotiated on an individual basis and contain a wide range of terms and conditions.

Whether a contract contains a lease is assessed at contract inception. For identified leases, a right-of-use asset and corresponding lease liability are recognised on the lease commencement date, i.e. the date at which the leased asset becomes available for use by the Group.

The right-of-use asset is initially measured at cost, being the initial amount of the lease liability adjusted for any lease prepayments or directly related costs. The right-of-use asset is subsequently depreciated using the straight-line method over the shorter of the lease term or the asset's useful life. The right-of-use asset is periodically adjusted to include certain remeasurements of the lease liability and reduced by any impairment losses.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in the consolidated income statement under other operating expenses. For all classes of assets, non-lease components, i.e., the service element, which are included as part of the lease payment, are not separated from the lease components and thereby form part of the right-of-use asset and lease liability recognised in the consolidated balance sheet.

For information about the recognition of lease liabilities including information about extension options, please refer to notes 4.2 and 4.3.

3.4 Impairment Tests

No impairment losses and no reversal of impairment losses have been recognised in neither 2025 nor 2024. The impairment test performed in relation to goodwill is described below. No indications of impairment were present for other assets in 2025 or 2024.

Impairment - assessment input
In performing the impairment test related to goodwill, which is done annually, the recoverable amount of each cash-generating unit is determined on the basis of its value in use. The estimated value in use is calculated using certain key assumptions for the expected future cash flows and applied discount factors.

The cash flow projections are derived from financial budgets and business plans for the Group. These projections are based on past performance and management's expectations of future market development for the individual cash-generating units, along with market outlook information from external sources.

The discount rates applied incorporate the time value of money and the specific risks linked to the underlying cash flow. Additionally, any uncertainties related to past performance and potential variations in the projected cash flows' amount or timing are typically accounted for in the discount rates.

Impairment - key assumptions applied
The outcome of impairment tests is subject to estimates of the future demand for energy transitions and sustainable solutions as well as inflation and the discount rates applied. Management determines the key assumptions for each impairment test by considering past experience, as well as market analysis and future expectations based on supply and demand trends.

The value in use calculation is highly sensitive to the terminal growth rate, which is determined based on the future expected economic growth rate, and replacement capital expenditure during the terminal period, which is determined based on management's plans and expectations for the future.

For both cash-generating units identified, the future development in demand for sustainable solutions within wind energy onshore and offshore is uncertain. Additionally, the Paris Agreement adopted in 2015 will, together with increased focus on sustainable value chains and sustainability reporting, determine the extent of the demand. For the cash-generating unit Cooling, the future demand from other industrial markets (i.e. automotive, rail and defence markets) is uncertain as well.

Impairment – results of impairment assessments
In the cash-generating unit Power & Controls and Monitoring & Service, the estimated future cash flows are based on the budget for 2026 and business plans and projections for 2027-2029. The business plans and projections are based on a market by market approach, assessing the organic business potential for each of the key markets (i.e. onshore wind/offshore wind), and estimating the volume growth, sales prices, and contribution margins for each business unit. An assessment of the EBITDA margin is also performed based on management's expectations including gains from efficiency and synergies achieved in the coming years. Further, the capital expenditure and working capital required to maintain and organically grow the business are considered. Management utilises insights from customer expectations for future industry projects where the Group is anticipated to play a role, benchmarking these against market data.

The average annual revenue growth rate in the forecast period 2026-2029 is 5.7% (12.4% for 2025-2028 in 2024) and while uncertainties connected to especially the inflation may impact the short-term growth rates, management considers the average growth rate realistic based on the business and market plans at hand. The average EBITDA growth rate in the forecast period 2026-2029 is 0.7%-points (1.4%-points for 2025-2028 in 2024), and management considers the average growth rate realistic based on the business and market plans at hand as well as the ongoing integration processes. The long-term growth rate in the terminal period has been set equal to the expected long-term rate of inflation of 2.0% (2.0% in 2024). A discount rate of 13.2% p.a. pre-tax has been applied (13.2% in 2024). The impairment test shows material headroom between the value in use and the carrying amount in both 2025 and 2024.

The Group has analysed how sensitive the impairment test is to reasonable changes in the key assumptions used to determine the recoverable amount for the cash-generating unit. The sensitivity test performed indicates that there is room for a reasonable change in the key assumptions, individually.

In the cash-generating unit Cooling, the estimated future cash flows are based on the budget for 2026 and business plans and projections for 2027-2029. The business plans and projections are based on a market by market approach, assessing the organic business potential for each of the key markets (i.e. onshore wind/offshore wind/industrial market), and estimating the volume growth, sales prices, and contribution margins for each business unit, including synergies coming from the business combination. An assessment of the EBITDA margin is also performed based on management's expectations including gains from efficiency and synergies achieved in the coming years. Further, the capital expenditure and working capital required to maintain the business are considered. Management utilises insights from customer expectations for future industry projects where the Group is anticipated to play a role, benchmarking these against market data.

The average annual revenue growth rate in the forecast period 2026-2029 is 16.1% (14.8% for 2025-2028 in 2024) and while uncertainties connected to especially the inflation may impact the short-term growth rates, management considers the average growth rate realistic based on the business and market plans at hand. The average EBITDA growth rate in the forecast period 2026-2029 is 1.9%-points (4.2%-points for 2025-2028 in 2024), and management considers the average growth rate realistic based on the business and market plans at hand as well as the ongoing integration processes. These growth assumptions are supported by the stabilisation of the business in 2025, increased market share in key segments, and ongoing improvements in operational efficiency. The long-term growth rate in the terminal period has been set equal to the expected long-term rate of inflation of 2.0% (2.0% in 2024). A discount rate of 12.8% p.a. pre-tax has been applied (13.0% in 2024). The impairment test shows material headroom between the value in use and the carrying amount in both 2025 and 2024.

The Group has analysed how sensitive the impairment test is to reasonable changes in the key assumptions used to determine the recoverable amount for the cash-generating unit. The sensitivity test performed indicates that there is room for a reasonable change in the key assumptions, individually.

Material accounting estimates and judgements

Key assumptions used

The outcome of impairment tests is based on estimates in financial budgets, forecasts and business plans, as well as future demands for the energy transitions and sustainable solutions.

Material accounting policies

Goodwill and development projects in progress

Goodwill and development projects in progress are tested for impairment annually, as described below, irrespectively of whether there is any indication that they may be impaired.

Goodwill is allocated to cost-generating units as described in note 3.1.

Other intangible assets, property, plant, and equipment and right-of-use assets

For other intangible assets, property, plant, and equipment and right-of-use assets, the carrying amounts are reviewed on an annual basis to determine whether there is any indication of impairment. If any indication exists, the assets are tested for impairment, as described below.

Impairment testing

An impairment loss is recognised for the amount by which an asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Non-financial assets other than goodwill that suffered an impairment in prior years are reviewed for possible reversal of the impairment at the end of each reporting period, whereas impairment of goodwill is never reversed. Any reversal of impairment is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised for the asset in prior years.

3.5 Business Combinations

In 2025, there have been no business combinations in the Group.

On 1 January 2024, the transaction whereby KK Group Holding A/S acquired 100% of the issued share capital of Nissens Cooling Solutions (NCS International Holding ApS with subsidiaries) from APMH Invest XXI APS was closed. As both KK Group Holding A/S and APMH Invest XXI APS have A.P. Møller og Hustru Chastine Mc-Kinney Møllers Fond til almene Formaal as the ultimate parent company, the acquisition in 2024 was a business combination of entities under common control.

Nissens Cooling Solutions has decades of experience with design and manufacturing of customised cooling solutions for industrial applications, Power-to-X and applications in the wind turbine industry and is a market-leading manufacturer of cooling components, cooling systems and cooling modules. Nissens Cooling Solutions is a preferred supplier to the world's leading OEMs in a large variety of industry segments.

The acquisition allows the Group to diversify the product range from power electronics to cooling solutions while at the same time expanding the customer base in the wind, Power-to-X, and other industries. It also allows the Group to better integrate power electronics and cooling solutions and thereby enhance the value-add while reducing complexity for customers by offering complete system solutions within cooling, controls, and power converters. By leveraging complementary strengths, the combined business has gained scale and efficiency and has become more competitive and better equipped to meet future customer needs.

As the combination was a business combination of entities under common control, which is, as described under material accounting policies, recognised using the book value method (pooling of interests method without changing comparative figures), no new goodwill was recognised relating to the business combination. Instead, the difference between the consideration transferred and the acquired net assets was reflected within equity. Consequently, KK Group only recognised the existing goodwill in Nissens Cooling Solutions amounting to 414,131 kDKK as an addition in 2024.

The consideration to be paid consists fully of contingent consideration. The amount to be paid is dependent on the development in the fair market value of the shares of the combined business during the period 1 January 2024 until the payment date which is expected to be 31 December 2026. KK Group has an option to repay the amount at an earlier date. The fair market value is calculated as the value creation of the combined equity using normal valuation techniques for determining fair value. The consideration to be paid will be within the range of 0 DKK to 410 mDKK. At acquisition date, the fair value of the contingent consideration was estimated at 325 mDKK. Since acquisition date, the fair value of the contingent consideration has increased to 380 mDKK (351 mDKK in 2024). The lender can at payment date decide to convert the amount payable into share capital of the parent company.

Amounts in kDKK	**Carrying amount at time of acquisition 2024**
Intangible assets	654,083
Property, plant, and equipment	266,317
Right-of-use assets	72,469
Financial assets	2,829
Deferred tax assets	37,268
Current assets	543,884
Provisions	-16,599
Deferred tax liability	-65,668
Other liabilities	-1,156,211
Net assets acquired	**338,372**
Difference between net assets acquired and purchase price recognised in equity	-13,372
Purchase price	**325,000**
Contingent consideration assumed	-325,000
Cash and bank balances assumed	-98,106
Cash flow, acquisition of subsidiaries and activities	**-98,106**

Material accounting policies

Business combinations of entities not under common control
The acquisition method of accounting is used to account for all business combinations of entities not under common control, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of an acquiree comprises the fair values of the assets transferred, the liabilities incurred to the former owners of the acquired business, and the fair value of any asset or liability resulting from a contingent consideration arrangement. Any subsequent changes to contingent consideration are recognised as financial income or financial expense in the income statement.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The excess of the consideration transferred over the fair value of the net identifiable assets acquired is recorded as goodwill. If the consideration transferred is less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase.

Acquisition-related costs are recognised in the income statement as they are incurred.

Business combinations of entities under common control
Business combinations of entities under common control are recognised using the book value method (pooling of interests method), whereby the assets and liabilities of the combining parties are reflected at their carrying amounts. Under the book value method, no new goodwill arising as a consequence of the business combination is recognised. Instead, any difference between the consideration transferred and the acquired net assets is reflected within equity.

Prior period information is not restated, thus the consolidated financial statements do not include information related to the acquired party prior to the date, where control is obtained.

3.6 Assets Held for Sale

Amounts in kDKK	**2025**	**2024**
The balance sheet item comprises:		
Property, plant, and equipment	66,138	82,290
Assets held for sale	**66,138**	**82,290**

The asset classified as held for sale in 2025 is a building that is to be sold (three buildings in 2024). All the buildings in both 2025 and 2024 are recognised at carrying amount, since the fair value less costs to sell of the buildings is higher than the carrying amount.

Material accounting policies

Assets held for sale are recognised when the carrying amount of an individual non-current asset, or a disposal group of assets, will be recovered principally through a sales transaction rather than through continued use. Assets are classified as held for sale, when activities to carry out a sale have been initiated, when the assets are available for immediate sale in their present condition, and when the assets are expected to be disposed of within 12 months.

Assets held for sale are measured at the lower of carrying amount immediately before classification as held for sale and fair value less costs to sell. Impairment tests are performed immediately before classification as held for sale. Non-current assets are not depreciated or amortised while classified as held for sale. The measurement of deferred tax and financial assets and liabilities is unchanged.

When an asset or a disposal group have been classified as held for sale, but the requirements are no longer met, the assets and related liabilities cease to be classified as held for sale. The cessation of the classification as held for sale will be reflected in the period in which the change of circumstances has occurred. Comparative figures are not restated, and any adjustments to the carrying amount of assets and liabilities previously classified as held for sale are recognised in the period in which the circumstances have changed.

3.7 Inventories

Amounts in kDKK	**2025**	**2024**
Raw materials and consumables	935,924	982,451
Work in progress	291,464	352,027
Finished goods and goods for resale	173,181	237,432
Inventories at 31 December	**1,400,569**	**1,571,910**

Of the carrying amount, inventories totalling 86,938 kDKK are expected to be sold more than twelve months after the end of the financial year (78,775 kDKK in 2024).

Amounts recognised in the consolidated income statement

Amounts in kDKK	**2025**	**2024**
Costs of inventories recognised as expenses	5,015,951	5,001,407
Write-down of inventories recognised as expenses	50,960	28,932

Material accounting estimates and judgements

Valuation of inventories

The net realisable value of the inventories is estimated at the amount at which the inventories are expected to be sold. The inventories are written down to the net realisable value when the cost of the inventories is expected to be non-recoverable due to obsolescence or declining demand. Estimates are used when recognising inventory write-downs. The estimates depend upon complex and subjective judgements about among others excess quantities, condition and nature of inventories and price changes.

Material accounting policies

Inventories are measured at the lower of cost under the first-in, first-out method and net realisable value.

The net realisable 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 realisable value is determined allowing for marketability, obsolescence and development in expected selling price.

The costs of finished goods and work in progress comprise the costs of raw materials, consumables and direct labour with addition of indirect production costs. Indirect production costs comprise the costs of indirect materials and labour 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.

3.8 Provisions

Amounts in kDKK	**Product warranty**	**Total**
Provisions at 1 January 2025	94,231	94,231
Provisions made	81,023	81,023
Amount used	-26,952	-26,952
Exchange rate adjustment	-87	-87
Provisions at 31 December 2025	**148,215**	**148,215**
Of which:		
Classified as non-current	64,063	64,063
Classified as current	84,152	84,152

No part of the non-current provisions is expected to be realised after more than five years.

Material accounting estimates and judgements

Provision for product warranty

Management's estimate of the provision for product warranty is based on the knowledge available when products are sold. The estimate is subsequently updated to reflect trends that suggest that future claims may differ from the historical cost related to repair work. Both the amount and the timing of the outflows of economic benefits are subject to uncertainty.

Material accounting policies

Provisions are recognised when, as a result of past events, the Group has a legal or a constructive obligation and it is probable that there will be an outflow of resources embodying economic benefits to settle the obligation. The amount recognised as a provision is management's best estimate of the expenses required to settle the obligation. On measurement of provisions, the costs required to settle the obligation are discounted if the effect is material to the measurement of the obligation.

Provisions for product warranty are recognised upon a sale of a product for which the Group is liable for future repair work within the warranty period of one to six years. Initial recognition is based on historical experience with repair work within the warranty period. The estimate is revised annually.

4.1 Financial Income and Expenses

Amounts in kDKK	**2025**	**2024**
Interest expenses on liabilities	-182,627	-242,458
Interest expenses on lease liabilities	-13,732	-9,566
Interest expenses on liabilities, group enterprises	-1,400	-7,444
Interest income on loans and receivables	2,590	11,454
Net interest expenses	**-195,169**	**-248,014**
Exchange rate gains	32,042	21,037
Exchange rate losses	-38,220	-54,000
Net foreign exchange gains/losses	**-6,178**	**-32,963**
Cash flow hedges reclassified from other comprehensive income	7,599	14,356
Fair value adjustment, contingent consideration, group enterprises	-28,415	-26,289
Net fair value gains/losses	**-20,816**	**-11,933**
Financial expenses, net	**-222,163**	**-292,910**
Of which:		
Financial income	42,231	46,847
Financial expenses	-264,394	-339,757

Material accounting policies
Financial income and financial expenses are recognised in the income statement at amounts that relate to the year. Financial items comprise interest, realised and unrealised currency adjustments of financial assets and financial liabilities as well as the interest portion of financial lease payments. Additionally, realised and unrealised gains and losses on derivatives not classified as hedging contracts and the ineffective part of derivatives used to hedge future cash flows are included along with income and expenses relating to cash flow hedges transferred from other comprehensive income on realisation of the hedged items, bank charges and fees, etc.

4.2 Financial Instruments and Risk

The Group's activities expose it to a number of financial risks. The financial risks fall into the following categories:

- Currency risk
- Interest rate risk
- Liquidity risk
- Credit risk

The overall framework for financial risk management is set out in the Group's financial policy approved by the Board of Directors. The objective of the financial policy and the established internal controls is to eliminate any adverse impact on the Group's financial performance. The financial policy is reviewed annually and updated if needed. The centralised management of financial risks is undertaken by Group Treasury.

Derivatives
The Group uses derivatives in order to mitigate part of the currency exchange rate risk and to reduce interest rate risk in the Group. All derivatives are designated as hedging instruments in cash flow hedges.

The derivative financial instruments are recognised as follows in the consolidated balance sheet:

Amounts in kDKK	**2025**	**2024**
Currency hedges recognised as non-current receivables	4,694	14,025
Interest rate hedges recognised as non-current receivables	1,440	0
Currency hedges recognised as current receivables	14,110	23,230
Interest rate hedges recognised as current receivables	0	1,978
Currency hedges recognised as non-current liabilities	-7,015	-30
Interest rate hedges recognised as non-current liabilities	-829	-8,094
Currency hedges recognised as current liabilities	-26,621	0
Interest rate hedges recognised as current liabilities	-4,943	0
Derivatives, net	**-19,164**	**31,109**

The derivatives and the Group's hedge strategy are described further in the following sections about currency risk and interest rate risk.

Material accounting policies
Derivative financial instruments are initially recognised at fair value on the date when a derivative contract is entered into, and they are subsequently remeasured to their fair value at the end of each reporting period using generally acknowledged valuation techniques based on relevant observable swap curves and currency exchange rates. Derivatives are only used for economic hedging purposes and not as speculative investments.

The effective portion of changes in the fair value of derivative financial instruments designated to hedge highly probable future transactions is recognised in other comprehensive income and in the reserve for cash flow hedges within equity until the hedged transactions are realised. At that time, the accumulated gains/losses are transferred to financial items.

Any ineffective portion of hedge transactions is recognised in the income statement as financial income or expenses for both interest and currency-based instruments.

Currency risk
Currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when revenue or expenses are denominated in foreign currencies) and the Group's net investments in foreign subsidiaries.

In order to mitigate part of the currency risk, the Group hedges 60-100% of the net exposure in USD and PLN using forward contracts with a maturity of maximum 24 months. CNY is also hedged to a minor extend.

Hedge effectiveness is determined at the inception of the hedge relationship and through periodic prospective effectiveness assessments, to ensure that an economic relationship exists between the hedged item and the hedging instrument. For ineffectiveness to occur, a fundamental change in the business model or operations would be required, significantly altering the Group's exposure. At present, the likelihood of such a change is assessed to be low. As a result, the hedging relationships are expected to remain effective. The Group will continue to monitor the performance of the hedging instruments relative to the hedged risks.

Cash flow hedges, currency forward contracts

Amounts in kDKK	Fair value, asset	Fair value, liability	Notional amount of derivative	Average hedge rate
Currencies hedged, 2025				
- Purchase of PLN	16,921	3,471	521,992	1.68
- Purchase of USD	1,883	24,748	635,651	6.55
- Purchase of CNY	0	5,417	117,950	0.95
Total	**18,804**	**33,636**		
Currencies hedged, 2024				
- Purchase of PLN	6,498	30	477,865	1.68
- Purchase of USD	28,503	0	674,437	6.74
- Purchase of CNY	2,254	0	123,832	0.95
Total	**37,255**	**30**		

Of the fair value of the cash flow hedges, -10,942 kDKK is recognised in the reserve for cash flow hedges within equity (33,977 kDKK in 2024), and -3,890 kDKK has been recognised in the consolidated income statement, as it relates to recognised receivables and payables stemming from hedged forecast transactions (3,248 kDKK in 2024). Of the amount recognised in equity at 31 December 2025, -14,038 kDKK will be recycled to the income statement in 2026 and 3,096 kDKK will be recycled to the income statement in 2027 (in 2024: 22,345 kDKK in 2025 and 11,632 kDKK in 2026).

The following table demonstrates the sensitivity to a reasonably possible change in currency rates. With all other variables held constant, the Group's result before tax and equity would be affected through the impact of a 10%-point increase, as follows:

Currency sensitivity for financial instruments	Effect on result before tax		Effect on equity before tax	
Amounts in kDKK	**2025**	**2024**	**2025**	**2024**
PLN	-34	-1,510	52,165	48,178
USD	-8,206	-13,243	55,360	58,786
CNY	5,412	8,632	5,412	8,632
Other currencies	6,076	10,166	6,076	10,166
Total	**3,248**	**4,045**	**119,013**	**125,762**

The sensitivity analysis has been prepared on the basis of the net positions at 31 December 2025 and 31 December 2024 keeping all other variables constant. Furthermore, it is assumed that the exchange rate sensitivity has a symmetrical impact, meaning that a decrease in the rates will result in the same absolute movement as an increase.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term debt obligations with floating interest rates, while the Group's interest-bearing financial assets primarily consist of cash at financial institutions. In accordance with the financial policy, the Group targets to have a minimum of 50% gross debt at fixed interest rate throughout the remaining tenor of drawn debt.

As of 31 December 2025, 80% of all interest-bearing debt are secured at a fixed rate, either originally issued as fixed-rate loans or hedged, until October 2027 (85% in 2024). Hedging of the interest risk is managed by entering fixed-rate loans and interest rate swaps. The Group manages the interest rate risk by swapping the majority of the floating-interest rate exposure to fixed interest rates.

Interest bearing debt by interest rate levels inclusive of interest rate swaps

Amounts in kDKK	Carrying amount	Next interest rate fixing 0-1 year	1-5 years	After 5 years
2025				
0-3%	40,500	40,500	0	0
3-6%	3,949,835	880,445	3,053,844	15,546
6%-	483,915	382,622	41,413	59,880
Total	**4,474,250**	**1,303,567**	**3,095,257**	**75,426**
2024				
0-3%	98,760	25,527	68,258	4,975
3-6%	3,714,129	620,142	3,054,389	39,598
6%-	467,063	218	393,580	73,265
Total	**4,279,952**	**645,887**	**3,516,227**	**117,838**

The below overview shows the interest rate swaps at 31 December 2024 and 2025.

Cash flow hedges, interest rate swaps

Amounts in kDKK	2025	2024
Fair value, asset, hedging instrument	1,440	1,978
Fair value, liability, hedging instrument	5,772	8,094
Nominal amount of hedged item	3,000,000	3,000,000
Maturity date of hedged item	Oct. 2028	Oct. 2027
Maturity date of hedging instrument	Oct. 2027	Oct. 2027
Hedge ratio	100%	100%
Change in fair value during the year, outstanding hedging instrument	4,202	-6,116
Change in value of hedges item used to determine hedge ineffectiveness	-4,202	6,116
Weighted average hedged rate for the year (margin not part of hedged rate)	2.185%	2.185%

Of the fair value of the cash flow hedges, -2,870 kDKK is recognised in the reserve for cash flow hedges within equity, and -1,462 kDKK has been recognised in the consolidated income statement, as it relates to recognised variable interest expenses from the hedged item. The entire amount of the fair value of the interest rate cash flow hedges was recognised in the reserve for cash flow hedges within equity in 2024.

The expected timing of recycling the fair value of interest rate cash flow hedges recognised in equity at 31 December 2025 and 31 December 2024 to the income statement is shown below:

Amounts in kDKK	2025	2024
Expected recycling in 2025	N/A	1,978
Expected recycling in 2026	-3,482	-6,326
Expected recycling in 2027	612	-1,768
Total	**-2,870**	**-6,116**

A general increase of one percentage-point in the average interest rate of the Group's interest bearing debt would have a negative effect on result before tax of 5,919 kDKK (2024: 4,718 kDKK) and a positive effect on equity before tax of 59,774 kDKK (2024: 76,341 kDKK). It is assumed that the interest rate sensitivity has a symmetrical impact, meaning that a decrease in the rates will result in the same absolute movement as an increase.

The interest rate sensitivity analysis has been prepared on the basis of the net positions at 31 December 2025 and 31 December 2024 keeping all other variables constant.

Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

The credit risk stemming from financing activities is deemed to be low as credit risk towards financial counterparties is mitigated through the following actions:
1) The Group prefers solely to transact with financial institutions with a strong credit rating defined as a minimum credit rating of 'A3', 'A-' and/or 'A-' for Moody's, S&P or Fitch, respectively. In countries where this is not feasible for local banks, exemptions from the rule are approved by the CFO. For derivatives, counterparties with an investment grade may be used, and
2) The Group only enters into derivative transactions under applicable standard contracts, such as ISDA agreements.

Trade receivables are primarily associated with counterparties in the energy sector, leading to a certain degree of risk concentration within this industry and among a few key customers. This is caused by the inherently concentrated nature of the wind turbine manufacturing market, which naturally results in exposure to specific customers. However, the majority of customers undergo credit scoring by an independent third party establishing the initial credit limit. These limits are continuously monitored by the respective key account managers. Overall credit risk is further mitigated through the use of credit insurance.

An impairment analysis is conducted at each reporting date using a provision matrix to estimate expected credit losses. The provision rates are determined based on the aging of receivables, historical loss experience, forward-looking information, and individual assessments where relevant.

Trade receivables from customers are assessed for expected credit losses based on groups with similar loss patterns. Contract assets, representing unbilled work in progress, are included in the same grouping as trade receivables due to their comparable credit risk profiles. Contract assets are typically not overdue.

For some customers, the Group is encompassed by supply chain financing arrangements established by those customers. As a consequence, the trade receivables included in such programs are significantly decreased, as the payment terms are materially lowered through the programs, whereby payments are received more quickly. Once the trade receivables included in the programs are transferred, the Group has no more involvement in the receivables.

The table below shows an analysis of past due amounts and the expected credit loss allowance for trade receivables and contract assets:

Amounts in kDKK	Carrying amount 2025	Expected loss rate	Carrying amount 2024	Expected loss rate
Trade receivables and contracts assets not due	704,303	0.0%	915,171	0.0%
1-30 days overdue	92,898	0.0%	170,366	0.0%
31-90 days overdue	31,635	1.2%	28,728	2.0%
91-365 days overdue	4,613	24.0%	21,556	15.0%
More than 1 year overdue	5,299	85.0%	18,673	75.0%
Trade receivables and contract assets, gross	**838,748**		**1,154,494**	
Allowance for expected credit loss	-5,984		-17,735	
Carrying amount	**832,764**		**1,136,759**	

Change in allowance for expected credit loss

Amounts in kDKK	2025	2024
Allowance for expected credit loss at 1 January	17,735	4,694
Allowance made	1,526	5,308
Allowance used	-7,428	0
Allowance reversed	-5,819	0
Acquired in business combinations	0	7,733
Exchange rate adjustment	-30	0
Allowance for expected credit loss at 31 December	**5,984**	**17,735**

For other financial assets measured at amortised cost, the credit risk is considered to be low. The financial assets are considered to be low risk when they have a low risk of default, and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term. The allowance calculated based on 12 months' expected losses is considered immaterial.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to settle financial liabilities, when they fall due. The Group ensures liquidity through a detailed short-term cash forecasting and through financial flexibility. Flexibility in cash resources ensures that the Group can act fast and appropriately in case of unforeseen changes in liquidity. The liquidity reserves consist of cash and undrawn credit facilities.

Short-term liquidity is managed through cash pool arrangements and committed facilities. Long-term liquidity risk is managed through committed facilities.

Under the terms of the long-term borrowings, the Group is required to comply with a net leverage covenant. In October 2024, the Group refinanced its debt with a new facility agreement providing covenant relief until Q4 2025. Thereafter, the net leverage covenant prohibits a ratio exceeding 5.2x until September 2027. The parent company is to be excluded when calculating the ratio, meaning that the ratio only applies to KK-Group A/S and companies controlled directly or indirectly by KK-Group A/S. The Group has complied with the covenant throughout the periods covered in the financial statements.

Amounts in kDKK	2025	2024
Borrowings, lease liabilities and payables to group enterprises	4,474,250	4,279,952
Net interest-bearing debt and contingent consideration (net cash position)	3,507,523	3,448,170
Cash and bank balances	966,727	831,782
Restricted cash included in cash and bank balances	-434,325	-508,549
Undrawn revolving credit facilities > 12 months	247,355	500,000
Liquidity reserve	**779,757**	**823,233**

Restricted cash includes balances in countries with exchange control or other restrictions.

Supply chain finance (SCF)
The Group offers supplier finance arrangements in key markets. No guarantees are provided in connection with these arrangements. The payment terms for financial liabilities under the SCF program are typically within 95 – 135 days, while the payment terms for comparable trade payables that are not part of the program are of a similar maximum length.

At 31 December 2025, trade payables with a carrying amount of 190,975 kDKK are part of the supplier finance arrangement (247,796 kDKK in 2024). Of the trade payables, 8,349 kDKK are unpaid at 31 December 2025. All of the trade payables were paid by the finance provider at 31 December 2024. There have been no material business combinations or foreign exchange differences affecting the liabilities under the supplier finance arrangement in either period. All amounts are included in the line item trade payables in the consolidated balance sheet.

Maturities of liabilities and commitments

		Cash flows including interest			
Amounts in kDKK	**Carrying amount**	**0-1 year**	**1-5 years**	**After 5 years**	**Total**
2025					
Bank and other credit institutions	3,852,115	383,767	3,577,389	279,560	4,240,716
Lease liabilities	242,431	70,322	151,217	83,258	304,797
Payables to group enterprises	379,704	410,418	0	0	410,418
Trade payables	1,491,644	1,491,644	0	0	1,491,644
Other payables	243,079	227,113	15,966	0	243,079
Non-derivative financial liabilities	**6,208,973**	**2,583,264**	**3,744,572**	**362,818**	**6,690,654**
Derivatives	39,408	31,564	7,844	0	39,408
Total recognised in balance sheet	**6,248,381**	**2,614,828**	**3,752,416**	**362,818**	**6,730,062**
2024					
Bank and other credit institutions	3,643,772	174,435	3,522,873	407,951	4,105,259
Lease liabilities	284,891	76,254	176,578	110,297	363,129
Payables to group enterprises	351,289	0	410,418	0	410,418
Trade payables	2,112,990	2,112,990	0	0	2,112,990
Other payables	185,913	170,333	15,580	0	185,913
Non-derivative financial liabilities	**6,578,855**	**2,534,012**	**4,125,449**	**518,248**	**7,177,709**
Derivatives	8,124	0	8,124	0	8,124
Total recognised in balance sheet	**6,586,979**	**2,534,012**	**4,133,573**	**518,248**	**7,185,833**

4.3 Financial Instruments by Category

Financial assets Amounts in kDKK	**Carrying amount 2025**	**Fair value**	**Carrying amount 2024**	**Fair value**
Carried at amortised cost				
Trade receivables	799,746	799,746	1,114,889	1,114,889
Other receivables	126,072	126,072	167,425	167,425
Cash and bank balances	966,727	966,727	831,782	831,782
Financial assets at amortised cost	**1,892,545**		**2,114,096**	
Derivatives	**20,244**	**20,244**	**39,233**	**39,233**
Total financial assets	**1,912,789**		**2,153,329**	

Financial liabilities Amounts in kDKK	**Carrying amount 2025**	**Fair value**	**Carrying amount 2024**	**Fair value**
Carried at amortised cost				
Bank and other credit institutions	3,852,115	3,852,678	3,643,772	3,644,384
Lease liabilities	242,431		284,891	
Trade payables	1,491,644	1,491,644	2,112,990	2,112,990
Other payables	243,079	243,079	185,913	185,913
Financial liabilities at amortised cost	**5,829,269**		**6,227,566**	
Derivatives	**39,408**	**39,408**	**8,124**	**8,124**
Carried at fair value through the income statement				
Payables to group enterprises	379,704	379,704	351,289	351,289
Financial liabilities at fair value through the income statement	**379,704**		**351,289**	
Total financial liabilities	**6,248,381**		**6,586,979**	

Fair value measurement
Financial instruments measured at fair value can be divided into three levels:
Level 1 — Quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2 — Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
Level 3 — Inputs for the asset or liability that are not based on observable market data

The fair value of derivatives is within level 2 of the fair value hierarchy and is calculated based on observable market data at the end of the reporting period.

The fair value of mortgage loans is derived from quoted market prices in active markets, and falls within level 1 of the fair value hierarchy.

For financial instruments with short-term maturities, the carrying amount is a reasonable approximation of fair value.

Payables to group enterprises measured at fair value in 2025 and 2024 comprise the contingent consideration related to the acquisition of Nissens Cooling Solutions. The amount to be paid is dependent on the development in the fair market value of the shares of the combined business calculated as the value creation of the combined equity using normal valuation techniques for determining fair value, and it falls within level 3 of the fair value hierarchy. The consideration to be paid will be within the range of 0 DKK to 410 mDKK, and payment has to take place 31 December 2026 at the latest. At payment date, the lender can decide to convert the amount payable into share capital of the parent company.

At acquisition date, the fair value of the contingent consideration was estimated at 325 mDKK based on the initial business case and the approved budget. Since acquisition date, the recognised amount has increased to 380 mDKK as the actual performance of the investment is better than expected (351 mDKK in 2024). The change in fair value is recognised in the consolidated income statement as part of financial items.

The fair value of the remaining borrowing items falls within level 2 of the fair value hierarchy and is calculated on the basis of discounted interests and instalments.

Movement during the year in level 3

Amounts in kDKK	**Payables to group enterprises**	**Total financial liabilities**
Carrying amount at 1 January 2024	0	0
Addition	325,000	325,000
Fair value adjustment	26,289	26,289
Carrying amount at 31 December 2024	**351,289**	**351,289**
Fair value adjustment	28,415	28,415
Carrying amount at 31 December 2025	**379,704**	**379,704**

Material accounting estimates and judgements

Contingent consideration

The amount to be paid regarding contingent consideration in connection with the business combination of entities under common control that took place in 2024 is dependent on the development in the fair market value of the shares of the combined business calculated as the value creation of the combined equity using normal valuation techniques for determining fair value.

Material accounting policies

The Group's financial instruments are classified into the below categories:

Financial assets at amortised cost

Financial assets at amortised cost are cash and bank balances and non-derivative financial assets that give rise to cash flows that are solely payments of principal and interest. The financial assets are initially measured at fair value less transaction costs, except for trade receivables that are initially measured at the transaction price. Subsequently, they are measured at amortised cost less impairment.

The Group recognises an allowance for expected credit losses (provision for bad debt) for all debt instruments not held at fair value through profit or loss. The expected credit losses are based on the difference between the contractual cash flows due in accordance with the contract and the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. For trade receivables and contract assets, the Group applies a simplified approach in calculating expected credit losses, where the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime expected credit losses at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Financial liabilities at amortised cost

Financial liabilities at amortised cost consist of borrowings (loans, bank overdrafts and lease liabilities), trade payables and other liabilities. These are initially recognised at the fair value less transaction costs. Subsequently, they are measured at amortised cost using the effective interest method.

Financial liabilities that arise from supplier finance arrangements are presented as part of the trade payables line item in the balance sheet if they have a similar nature to other trade payables. This is the case if a) the supplier finance arrangement is part of the working capital used in the normal operating cycle, b) the level of security provided is similar to trade payables and c) the terms of the liabilities that are part of the supplier finance arrangement are not substantially different from the terms of trade payables that are not part of the arrangement.

Material accounting policies related to lease liabilities are described below.

Financial liabilities at fair value through the income statement
Financial liabilities at fair value through the income statement comprise contingent consideration. The contingent consideration is initially recognised at fair value and is subsequently remeasured to fair value at balance sheet date with changes in fair value recognised in the income statement.

Lease liabilities
Lease liabilities are measured at the present value of the lease payments over the lease term, at the interest rate implicit in the lease, or at the Group's incremental borrowing rate (IBR). The applied IBR reflects the Group's credit risk, leased amount, and contract duration, as well as the nature and quality of the asset's security and economic environment in which the leased assets operate.

Subsequently, the lease liability is measured at amortised cost with each lease payment allocated between the repayment of the liability and financing cost. The financing cost is charged to the income statement over the lease period using the interest rate that was used to discount the lease payments.

The following lease payments are included in the calculation of the present value:
- Fixed payments (including in-substance fixed payments), less any lease incentives receivable
- Variable lease payments which are based on an index or a rate
- Amounts expected to be payable by the lessee under residual value guarantees
- The exercise price of a purchase option if the Group is reasonably certain to exercise that option, and payments of penalties for terminating the lease if the lease term reflects the Group exercising that option.

Extension and termination options in lease contracts are included in determining the lease term for contracts, where it is reasonably certain that the Group will exercise an option. Such options are used to maximise operational flexibility in terms of managing contracts. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term, if the lease is reasonably certain to be extended or not terminated.

The assessment is reviewed if a significant event or change in circumstances occurs that affects this assessment, and the event or change is within the Group's control.

Derivatives used as hedging instruments
Material accounting policies related to derivatives used as hedging instruments are described in note 4.2.

4.4 Borrowings and Net Debt Reconciliation

Amounts in kDKK	Net debt at 31 December 2024	Cash flows	Non-cash changes: Additions, net	Non-cash changes: Disposals	Non-cash changes: Business combi-nations	Non-cash changes: Other and foreign exchange	Net debt at 31 December 2025
Borrowings							
Bank and other credit institutions	3,643,772	219,320	0	0	0	-10,977	3,852,115
Payables to group enterprises	351,289	0	0	0	0	28,415	379,704
Total borrowings	**3,995,061**	**219,320**	**0**	**0**	**0**	**17,438**	**4,231,819**
Classified as non-current borrowings	3,598,615						3,596,031
Classified as non-current payables to group enterprises	351,289						0
Classified as current borrowings	45,157						256,084
Classified as current payables to group enterprises	0						379,704
Leases							
Lease liabilities	284,891	-70,483	44,434	-4,202	0	-12,209	242,431
Total leases	**284,891**	**-70,483**	**44,434**	**-4,202**	**0**	**-12,209**	**242,431**
Classified as non-current	222,056						185,239
Classified as current	62,835						57,192
Total borrowings and leases	**4,279,952**	**148,837**	**44,434**	**-4,202**	**0**	**5,229**	**4,474,250**
Derivatives hedging borrowings, net	**6,116**	**2,418**	**0**	**0**	**0**	**-4,202**	**4,332**

Amounts in kDKK	Net debt at 1 January 2024	Cash flows	Non-cash changes: Additions, net	Non-cash changes: Disposals	Non-cash changes: Business combi-nations	Non-cash changes: Other and foreign exchange	Net debt at 31 December 2024
Borrowings							
Bank and other credit institutions	2,659,643	266,593	0	0	710,503	7,033	3,643,772
Payables to group enterprises	0	-125,000	351,289	0	125,000	0	351,289
Total borrowings	**2,659,643**	**141,593**	**351,289**	**0**	**835,503**	**7,033**	**3,995,061**
Classified as non-current borrowings	2,621,943						3,598,615
Classified as non-current payables to group enterprises	0						351,289
Classified as current borrowings	37,700						45,157
Leases							
Lease liabilities	140,784	-68,537	156,632	-20,948	77,259	-299	284,891
Total leases	**140,784**	**-68,537**	**156,632**	**-20,948**	**77,259**	**-299**	**284,891**
Classified as non-current	100,384						222,056
Classified as current	40,400						62,835
Total borrowings and leases	**2,800,427**	**73,056**	**507,921**	**-20,948**	**912,762**	**6,734**	**4,279,952**
Derivatives hedging borrowings, net	**0**	**0**	**0**	**0**	**0**	**6,116**	**6,116**

4.5 Equity

	Number of shares	Nominal value (kDKK)	Number of shares	Nominal value (kDKK)
	2025		2024	
A-shares of 1 DKK	2,019,149	2,019	2,019,149	2,019
B-shares of 1 DKK	170,118	170	170,118	170
C-shares of 1 DKK	18,363,494	18,364	18,363,494	18,364
Total		**20,553**		**20,553**

All shares have been fully issued and paid at 31 December 2025 and 31 December 2024. One A-share carries one vote, whereas B-shares and C-shares carry no votes. C-shares have preferential rights, when it comes to proceeds from the company. Besides this, no other special rights exist.

In 2025, no dividend is proposed. In 2024, a dividend of 300 mDKK was proposed, which has been paid in 2025. In 2024, no dividend was paid.

Own shares

Development in own shares	Number of shares	B-shares Nominal value (kDKK)	% of total share capital	Number of shares	C-shares Nominal value (kDKK)	% of total share capital
1 January 2024	624	1	0.0%	626	1	0.0%
Purchase	12,365	12	0.1%	12,870	13	0.1%
31 December 2024	**12,989**	**13**	**0.1%**	**13,496**	**13**	**0.1%**
Purchase	908	1	0.0%	946	1	0.0%
31 December 2025	**13,897**	**14**	**0.1%**	**14,442**	**14**	**0.1%**

The Group purchases and sells own shares as part of the co-investment program which includes the Board of Directors and the Executive Board as well as other senior management levels.

Capital structure

The Group manages its capital structure to ensure financial flexibility, including maintaining adequate liquidity reserves, while adopting a long-term funding perspective to minimise refinancing risk. This approach supports a robust capital structure, aligned with the Group's long-term strategy and business objectives.

Material accounting policies

Equity includes total comprehensive income for the year comprising the result for the year and other comprehensive income. Proceeds from the purchase and sale of own shares and dividends from such shares are recognised in equity.

The translation reserve comprises exchange rate adjustments arising from translation of the financial statements of foreign entities from their functional currency into the presentation currency of the Group. On disposal of a foreign entity, the cumulative amount of exchange differences relating to that entity is reclassified from equity to the income statement.

The reserve for cash flow hedges comprises accumulated fair value changes of derivative financial instruments that are designated and qualify as cash flow hedges of future transactions. On realisation, the fair value of the hedging instrument is recognised in the income statement as part of financial items.

5.1 Tax and Deferred Tax

Amounts in kDKK	2025	2024
Tax recognised in the income statement		
Current tax on result for the year	23,376	17,685
Adjustment, previous years' current taxes including joint taxation	47,982	-25,292
Withholding tax	-20,579	-5,564
Total current tax	**50,779**	**-13,171**
Origination and reversal of temporary differences	-16,753	35,684
Adjustment, previous years' deferred taxes including joint taxation	-30,631	10,780
Recognition of previously unrecognised deferred tax assets	0	36,292
Total deferred tax	**-47,384**	**82,756**
Total income tax	**3,395**	**69,585**
Tax reconciliation		
Result before tax	2,683	-295,719
Tax using the Danish corporation tax rate (22%)	-590	65,058
Tax rate deviations in foreign jurisdictions	-367	2,499
Non-taxable income	7,580	0
Non-deductible expenses	0	-14,188
Adjustment, previous years' taxes including joint taxation	17,351	-14,512
Recognition of previously unrecognised deferred tax assets	0	36,292
Withholding tax	-20,579	-5,564
Total income tax	**3,395**	**69,585**
Effective tax rate	-126.5%	23.5%

Amounts in kDKK	2025	2024
Tax recognised in other comprehensive income and equity	**9,168**	**-4,438**
Of which:		
Deferred tax recognised in other comprehensive income	9,168	-4,438

The recognised net deferred tax is attributable to the following:

	Net deferred tax	
Amounts in kDKK	**2025**	**2024**
Intangible assets	289,166	297,178
Property, plant, and equipment	3,500	5,526
Right-of-use assets	48,887	29,843
Provisions, etc.	-32,895	-26,881
Tax loss carryforward	-54,471	-85,618
Other	-11,487	-17,971
Total	**242,700**	**202,077**
Recognised in the consolidated balance sheet as:		
Deferred tax assets	-72,995	-89,459
Deferred tax liabilities	315,695	291,536
Total	**242,700**	**202,077**

Change in deferred tax, net during the year

Amounts in kDKK	2025	2024
Deferred tax at 1 January	**202,077**	**251,802**
Intangible assets	-8,012	-18,245
Property, plant, and equipment	-2,027	-10,136
Right-of-use assets	19,044	1,746
Provisions, etc.	-6,013	-11,289
Tax loss carryforward	31,146	-47,613
Other	13,246	2,781
Recognised in the income statement	**47,384**	**-82,756**
Other, including amounts recognised in other comprehensive income and business combinations	-9,168	32,838
Exchange rate adjustments	2,407	193
Deferred tax at 31 December	**242,700**	**202,077**

The deferred tax assets include an amount of 41,906 kDKK which relates to a number of subsidiaries that have incurred losses in either the current or the previous financial year (73,230 kDKK in 2024). The Group has concluded that the deferred tax assets will be recoverable through the Danish joint taxation for the Danish companies and using the estimated future taxable income based on the approved budgets for the foreign subsidiaries. The losses can be carried forward indefinitely.

There are no unrecognised deferred tax assets related to deductible temporary differences, unused tax losses, and unused tax credits, and there are no unrecognised tax liabilities related to temporary differences associated with investments in subsidiaries.

Global minimum taxation (OECD Pillar Two rules)
The OECD Pillar Two rules have been considered and it has been concluded that the rules will not have an impact, and the Group has not recognised any top-up tax expenses related to the rules in 2025 or 2024.

Material accounting estimates and judgements
Deferred tax assets
Estimates are applied when recognising and measuring deferred tax assets. Deferred tax assets, including the tax value of tax loss carryforwards, are recognised if it is assessed that there will be sufficient future positive taxable income in the foreseeable future against which the temporary differences and unutilised tax losses can be utilised. The assessment is based on budgets and long-term plans for the following years. Deferred tax assets are assessed annually and are recognised only if it is probable that future taxable profit within the foreseeable future years will allow the deferred tax assets to be recovered.

Material accounting policies
Tax for the year comprises current tax for the year and changes in deferred tax. It also includes adjustments to previous years and changes in provisions for uncertain tax positions, if relevant. Tax is recognised in the income statement except to the extent that it relates to items recognised in equity or other comprehensive income, in which case it is recognised directly in equity or in the statement of comprehensive income.

The Danish companies in the Group are part of a joint taxation, and the tax effect of the joint taxation is allocated to the companies in proportion to their taxable income.

Current tax liabilities and receivables are recognised in the balance sheet at the amounts calculated on the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account.

Deferred tax is recognised 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 is not recognised for differences on the initial recognition of assets or liabilities where, at the time of the transaction, neither accounting nor taxable profit/loss is affected, unless the differences arise in a business combination.

Deferred tax assets are recognised at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities. The tax value of tax loss carry-forwards is included in deferred tax assets to the extent that these are expected to be utilised in future taxable income. The carrying amount of deferred tax assets is reviewed at each reporting date.

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

In the balance sheet, set-off is made between deferred tax assets and deferred tax liabilities within the same legal tax entity and jurisdiction.

The Group applies the exception regarding recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

5.2 Cash Flow Specifications

Amounts in kDKK	**2025**	**2024**
Change in working capital		
Inventories	141,988	6,807
Receivables	324,258	-354,697
Trade payables and other payables	-520,651	268,416
Total	**-54,405**	**-79,474**

5.3 Commitments and Contingent Assets and Liabilities

As security for mortgage loans amounting to 101,827 kDKK (2024: 104,807 kDKK), land and buildings with a carrying amount of 105,164 kDKK have been provided as collateral (2024: 115,692 kDKK).

The Group is a partner in Middelgrundens Vindmøllelaug I/S, in which the partners are jointly and severally liable. The partnership has not yet prepared financial statements for 2025, but the partnership's equity amounted to 7,171 kDKK at 31 December 2024.

Nykredit Bank has issued a payment guarantee of 674 kEUR on behalf of the Group. The payment guarantee is issued to a landlord in lieu of a cash deposit in relation to a rental agreement in KK Group Cooling Czech, S.r.o. The payment guarantee covers all obligations typically secured by a rental deposit, including compensation for damages, default interest, contractual penalties, and any other liabilities arising under the lease agreement.

Through participation in a joint taxation scheme with A.P. Møller Holding A/S, the Danish companies in the Group are jointly and severally liable for taxes payable, etc. in Denmark.

The Group is party to a small number of disputes, lawsuits and legal actions, including tax disputes. It is the view of management that the outcome of these legal actions will have no other significant impact on the Group's financial position beyond what has been recognised and stated in the consolidated financial statements.

5.4 Related Parties

	Other related parties	
Amounts in kDKK	**2025**	**2024**
Income statement		
Operating expenses	-360	-500
Financial items, net	-60,495	-69,070
Assets		
Derivatives, non-current	508	11,632
Derivatives, current	2,751	22,952
Cash and bank balances	444,436	265,702
Liabilities		
Issued bank guarantees	27,612	0
Borrowings, non-current	750,000	750,000
Other payables to group enterprises, non-current	0	351,289
Other payables to group enterprises, current	379,704	0
Derivatives, non-current	27,297	0

APMH Invest IX ApS, Esplanaden 50, 1263 København K holds 98.4% of the KK Group Holding A/S' share capital and exercises controlling interest in the company. A.P. Møller og Hustru Chastine Mc-Kinney Møllers Fond til almene Formaal, Esplanaden 50, 1263 København K is the ultimate owner.

The ultimate owner, A.P. Møller og Hustru Chastine Mc-Kinney Møllers Fond til almene Formaal, and companies that are directly or indirectly under common control or significant influence of the Group's ultimate owner are considered related parties. So are the Group's key management personnel along with the close members of the family of those.

All transactions between KK Group Holding A/S and its subsidiaries have been eliminated in the consolidated financial statements and are not disclosed in this note. There have been no transactions between KK Group Holding A/S and its parent company in neither 2025 nor 2024.

For information about key management remuneration, please refer to note 2.2.

5.5 Fees to Statutory Auditors

Amounts in kDKK	**2025**	**2024**
Statutory audit	3,438	3,759
Other assurance engagements	400	294
Tax and VAT advisory services	31	518
Other services	6,631	12,956
Total fees to auditors appointed at the Annual General Meeting	**10,500**	**17,527**

5.6 Events After the Balance Sheet Date

No events of importance for the consolidated financial statements have occurred during the period from the balance sheet date until the approval of the financial statements.

5.7 Company Overview

Subsidiary	Country of incorporation	Ownership share
KK-Group A/S	Denmark	100.0%
KK Wind Solutions A/S	Denmark	100.0%
KK Wind Solutions GmbH	Germany	100.0%
KK Wind Solutions India Private Limited	India	100.0%
KK Wind Solutions Polska Sp. Z.o.o	Poland	100.0%
KK Wind Solutions Service Holding U.S. Inc.	USA	100.0%
KK Wind Solutions Service U.S. Inc.	USA	100.0%
KK Wind Solutions Taiwan Co. Ltd.	Taiwan	100.0%
KK Wind Solutions Tianjin Co. Ltd	China	100.0%
PCH Engineering A/S	Denmark	100.0%
KK Group Cooling A/S	Denmark	100.0%
KK Group Cooling US Inc.	USA	100.0%
KK Group Cooling Czech S.r.o.	Czech Republic	100.0%
KK Group Cooling (Tianjin) Co., Ltd.	China	100.0%
KK Group Cooling Slovakia s.r.o.	Slovakia	100.0%
Nissens Cooling Solutions North SK, s.r.o.	Slovakia	100.0%

All above subsidiaries are consolidated in the Group. For all subsidiaries, the ownership share and the voting rights are equal.

The majority of the KK Group Cooling subsidiaries has been renamed from Nissens Cooling Solutions to KK Group Cooling during 2025.

Parent Company Financial Statements

Income Statement

Note	Amounts in kDKK	2025	2024
1	Staff expenses	-28,589	-13,789
	Other external expenses	-4,609	-6,682
	Operating result	**-33,198**	**-20,471**
	Other income	19,615	9,753
	Result before financial items	**-13,583**	**-10,718**
2	Financial income	14,017	58,989
3	Financial expenses	-47,084	-51,704
	Result before tax	**-46,650**	**-3,433**
4	Tax	10,263	1,078
5	**Result for the year**	**-36,387**	**-2,355**

Balance Sheet

Assets

Note	Amounts in kDKK	2025	2024
6	Investments in subsidiaries	2,738,316	2,738,316
	Financial non-current assets	**2,738,316**	**2,738,316**
	Total non-current assets	**2,738,316**	**2,738,316**
	Receivables from group enterprises	307,153	619,388
7	Deferred tax asset	289	42
	Other receivables	0	179
	Tax receivables	10,236	718
	Prepayments	0	160
	Total current assets	**317,678**	**620,487**
	Total assets	**3,055,994**	**3,358,803**

Equity and liabilities

Note	Amounts in kDKK	2025	2024
8	Share capital	20,553	20,553
	Retained earnings	2,133,431	2,170,885
	Proposed dividend	0	300,000
	Total equity	**2,153,984**	**2,491,438**
9	Credit institutions, non-current	499,392	499,291
10	Payables to group enterprises	0	351,289
	Total non-current liabilities	**499,392**	**850,580**
9	Credit institutions, current	6,024	8,613
	Trade payables	1,444	3,246
10	Payables to group enterprises	379,704	0
	Other payables	15,446	4,926
	Total current liabilities	**402,618**	**16,785**
	Total liabilities	**902,010**	**867,365**
	Total equity and liabilities	**3,055,994**	**3,358,803**

Statement of Changes in Equity

Amounts in kDKK	Share capital	Retained earnings	Proposed dividend	Total equity
Equity at 1 January 2024	**20,553**	**2,484,719**	**0**	**2,505,272**
Result for the year	0	-302,355	300,000	-2,355
Purchase of own shares	0	-11,479	0	-11,479
Equity at 31 December 2024	**20,553**	**2,170,885**	**300,000**	**2,491,438**
Result for the year	0	-36,387	0	-36,387
Dividends paid to shareholders	0	0	-300,000	-300,000
Purchase of own shares	0	-1,067	0	-1,067
Equity at 31 December 2025	**20,553**	**2,133,431**	**0**	**2,153,984**

Notes to the Parent Company Financial Statements

1 Staff Expenses

Amounts in kDKK	2025	2024
Remuneration of employees		
Wages and salaries	27,949	13,299
Pensions	575	445
Other social security costs	65	45
Total remuneration	**28,589**	**13,789**
Remuneration of the Executive Board	**1,491**	**1,205**
Average number of employees	**3**	**3**

The Board of Directors, registered in 2025, has been remunerated partly from A.P. Møller Holding A/S (fully from AP. Møller Holding A/S in 2024). The total remuneration of the Board of Directors covering 5 members amounts to 1,550 kDKK including amount allocated from A.P. Møller Holding A/S (total remuneration covering 3 members amounted to 450 kDKK in 2024).

Bonus incentive agreements for the Executive Board and other management have been granted, and can be triggered by achievement of a split between the Group's financial performance and personal KPIs.

The parent company has implemented a co-investment program which is determined by the development in the value creation of KK Group. The Board of Directors and the Executive Board as well as other senior management levels are part of the program. The purchase price corresponds to fair value of the shares on the grant day.

2 Financial Income

Amounts in kDKK	2025	2024
Interest income on loans and receivables, group enterprises	14,015	58,989
Net foreign exchange gains	2	0
Total financial income	**14,017**	**58,989**

3 Financial Expenses

Amounts in kDKK	**2025**	**2024**
Interest expenses on liabilities, group enterprises	201	322
Other financial expenses	18,468	25,092
Fair value adjustment, contingent consideration, group enterprises	28,415	26,289
Net foreign exchange losses	0	1
Total financial expenses	**47,084**	**51,704**

4 Tax

Amounts in kDKK	**2025**	**2024**
Current tax on result for the year	-10,237	-717
Deferred tax for the year	-22	-22
Adjustment to previous years' current taxes	221	-339
Adjustment to previous years' deferred taxes	-225	0
Total tax	**-10,263**	**-1,078**
which consists of the following:		
Tax recognised in the income statement	-10,263	-1,078
Total tax	**-10,263**	**-1,078**

5 Distribution of Result for the Year

Amounts in kDKK	**2025**	**2024**
Proposed dividend for the year	0	300,000
Retained earnings	-36,387	-302,355
Total	**-36,387**	**-2,355**

6 Investments in Subsidiaries

Amounts in kDKK	**2025**	**2024**
Cost at 1 January	2,738,316	1,463,316
Additions for the year, capital increase	0	950,000
Additions for the year, acquisition of subsidiary	0	325,000
Cost at 31 December	**2,738,316**	**2,738,316**

Investments in subsidiaries are specified below:

Name	**Place of registered office**	**Votes and ownership**	**Equity**	**Result for the year**
KK-Group A/S	Ikast, Denmark	100%	1,573,187	131,441

7 Deferred Tax Asset

Amounts in kDKK	**2025**	**2024**
Deferred tax asset at 1 January	42	20
Amounts recognised in the income statement for the year	247	22
Deferred tax asset at 31 December	**289**	**42**

The parent company has assessed the recoverability of the deferred tax asset and has concluded that the deferred tax assets will be recoverable through the Danish joint taxation which comprises the parent company.

8 Share Capital

Breakdown of share capital:	Number of shares	Nominal value (kDKK)
A-shares of 1 DKK	2,019,149	2,019
B-shares of 1 DKK	170,118	170
C-shares of 1 DKK	18,363,494	18,364
Total		**20,553**

Development in share capital: Amount in kDKK	2025	2024	2023	2022	2021
Share capital at 1 January	20,553	20,553	15,008	15,008	15,000
Capital increase	0	0	5,545	0	8
Share capital at 31 December	**20,553**	**20,553**	**20,553**	**15,008**	**15,008**

9 Credit Institutions

Amounts in kDKK	2025	2024
After 5 years	192,100	285,406
Between 1 and 5 years	307,292	213,885
Non-current amount	**499,392**	**499,291**
Within 1 year	6,024	8,613
Total credit institutions	**505,416**	**507,904**

10 Payables to Group Enterprises

Payables to group enterprises comprise the contingent consideration related to the acquisition of Nissens Cooling Solutions. The amount to be paid is dependent on the development in the fair market value of the shares of the combined business calculated as the value creation of the combined equity using normal valuation techniques for determining fair value.

The amount is expected to be paid 31 December 2026, but the parent company has an option to repay the amount at an earlier date. The lender can at payment date decide to convert the amount payable into share capital of the parent company.

11 Commitments and Contingent Assets and Liabilities

The parent company has issued a joint and unlimited surety guarantee for all facilities with Danske Bank in KK-Group A/S (limited to 875 mDKK in 2024). The net book value of the related debt amounts to 750 mDKK at 31 December 2025 (750 mDKK in 2024).

The parent company has issued a joint and unlimited surety guarantee for all facilities with Jyske Bank, Nykredit and Nordea in KK-Group A/S to each of the three financial institutions. The net book value of the related debt in each of the three financial institutions amounts to 825 mDKK at 31 December 2025 (750 mDKK in 2024).

Through participation in a joint taxation scheme with A.P. Møller Holding A/S, the parent company is jointly and severally liable for taxes payable, etc. in Denmark.

12 Related Parties

APMH Invest IX ApS, Esplanaden 50, 1263 København K holds 98.4% of the parent company's share capital and exercises controlling interest in the parent company. A.P. Møller og Hustru Chastine Mc-Kinney Møllers Fond til almene Formaal, Esplanaden 50, 1263 København K is the ultimate owner.

KK Group Holding A/S and its directly and indirectly owned subsidiaries are included in the consolidated financial statements of A.P. Møller Holding A/S, Copenhagen, Denmark.

The parent company has chosen only to disclose transactions with related parties, which have not been made on an arm's length basis in accordance with section 98(c)(6) of the Danish Financial Statements Act. All transactions between KK Group Holding A/S and the related parties are on arm's length terms.

13 Events After the Balance Sheet Date

No events of importance for the financial statements have occurred during the period from the balance sheet date until the approval of the financial statements.

14 Accounting Policies

The financial statements for 2025 for KK Group Holding A/S have been prepared on a going concern basis and in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The financial statements have been prepared using the same accounting policies as last year.

The financial statements for 2025 are presented in kDKK.

With reference to section 86(4) of the Danish Financial Statements Act, no cash flow statement has been prepared for the parent company.

Any differences compared to the accounting policies described for KK Group Holding A/S as stated in note 1.1 in the consolidated financial statements are listed below. Please refer to the consolidated financial statements for further information about the accounting policies applied.

Income statement

Income from investments in subsidiaries
Dividends from subsidiaries are recognised as income in the income statement when adopted at the General Meeting of the subsidiary. However, dividends relating to earnings in the subsidiary before it was acquired by the parent company are set off against the cost of the subsidiary.

Other external expenses
Other external expenses comprise expenses for consultants, administration, office supplies, etc.

Other income
Other income comprises management and service fees.

Balance sheet

Investments in subsidiaries
Investments in subsidiaries are measured at cost. If cost exceeds the recoverable amount, write-down is made to this lower value.

Receivables
Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

Management's Statement and Auditor's Reports

Management's Statement and Auditor's Reports

Management's Statement

The Board of Directors and the Executive Board have today considered and adopted the Annual Report of KK Group Holding A/S (KK Group) for the financial year 1 January - 31 December 2025.

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act, and the parent company financial statements have been prepared in accordance with the Danish Financial Statements Act.

Management's Review 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 financial position of KK Group and the parent company at 31 December 2025, and of the results of KK Group and parent company operations and consolidated cash flows for the financial year 1 January -31 December 2025.

It is our opinion that KK Group's consolidated sustainability statement has been prepared in accordance with the accounting principles stated and provides a fair and balanced picture of the organisation's sustainability results.

In our opinion, Management's Review includes a true and fair account of the development in the operations and financial circumstances of KK Group and the parent company, of the results for the year, and of the financial position of KK Group and the parent company, as well as a description of the most significant risks and elements of uncertainty facing KK Group and the parent company.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Ikast, 17 March 2026.

Executive Board
Mauricio Fernando Quintana, CEO

Bjørn Reinhardt Mogensen, CFO

Board of Directors
Pernille Lyngvold Erenbjerg, Chair

Simon Krogsgaard Ibsen, Vice Chair

Elke Elfriede Eckstein

Fabrice Roger Daniel Bregier

Jesper Ridder Olsen

Independent Auditor's Report

To the Shareholders of KK Group Holding A/S

Opinion
In our opinion, the Consolidated Financial Statements give a true and fair view of the Group's financial position at 31 December 2025 and of the results of the Group's operations and cash flows for the financial year 1 January to 31 December 2025 in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

Moreover, in our opinion, the Parent Company Financial Statements give a true and fair view of the Parent Company's financial position at 31 December 2025 and of the results of the Parent Company's operations for the financial year 1 January to 31 December 2025 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of KK Group Holding A/S for the financial year 1 January - 31 December 2025, which comprise income statement, balance sheet, statement of changes in equity and notes, including material accounting policy, for both the Group and the Parent Company, as well as statement of comprehensive income and cash flow statement for the Group ("the 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 Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on Management's Review
Management is responsible for Management's Review.

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

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

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

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

Management's Responsibilities for the Financial Statements
Management is responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act and for the preparation of parent company financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of 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 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 Financial Statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

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

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

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the 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 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 Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

Aarhus, 17 March 2026
PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR No 33 77 12 31

Mads Melgaard
State Authorised
Public Accountant
mne34354

Claus Lyngsø Sørensen
State Authorised
Public Accountant
mne34539

Independent Limited Assurance Report on Selected ESG Data Included in the Consolidated Sustainability Statement

To the Stakeholders of KK Group Holding A/S
KK Group Holding A/S engaged us to provide limited assurance on selected ESG data included in the consolidated sustainability statement for the period 1 January - 31 December 2025 stated on page 47 and marked with an eye icon "👁" (the "selected ESG data").

Our conclusion
Based on the procedures we performed and the evidence we obtained, nothing came to our attention that causes us not to believe that the selected ESG data for the period 1 January - 31 December 2025 for KK Group Holding A/S are prepared, in all material respects, in accordance with the applied accounting policies developed by KK Group Holding A/S as stated on page 48-55 (the "ESG accounting policies").

This conclusion is to be read in the context of what we state in the remainder of our report.

What we are assuring
The scope of our work was limited to assurance over the selected ESG data for the period 1 January - 31 December 2025 stated in the 2025 Annual Report of KK Group Holding A/S on page 47.

We express limited assurance in our conclusion.

Professional standards applied and level of assurance
We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements'. The quantification of greenhouse gas emissions is subject to inherent uncertainty because of incomplete scientific knowledge used to determine the emissions factors and the values needed to combine emissions of different gasses.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks; consequently, The level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our independence and quality control
We have complied with the independence requirements and other ethical requirements in the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and ethical requirements applicable in Denmark.

PricewaterhouseCoopers applies International Standard on Quality Management 1, ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent multidisciplinary team with experience in sustainability reporting and assurance.

Understanding reporting and measurement methodologies
The selected ESG data needs to be read and understood together with the ESG accounting policies. The ESG accounting policies used for the preparation of the selected ESG data are the accounting policies developed by the company, which Management is solely responsible for selecting and applying.

The absence of a significant body of established practice on which to draw to evaluate and measure sustainability data allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

Work performed

We are required to plan and perform our work in order to consider the risk of material misstatement of the selected ESG data. In doing so and based on our professional judgement, we:

- Evaluated the appropriateness of the ESG accounting policies used, their consistent application in the selected ESG data;
- Made inquiries and conducted interviews with management with responsibility for management and reporting of the selected ESG data to assess reporting and consolidation process, use of company-wide systems and controls performed;
- Performed limited substantive testing on a sample basis to underlying documentation and evaluated the appropriateness of quantification methods and compliance with the ESG accounting policies used for preparing the selected ESG data at corporate head office and in relation to selected KK Group Holding A/S' reporting sites;
- Performed analytical review and trend explanation of the selected ESG data; and
- Evaluated the obtained evidence.

Management's responsibilities

Management of KK Group Holding A/S is responsible for:

- Designing, implementing and maintaining internal control over information relevant to the preparation of the selected ESG data in the 2025 Annual Report that are free from material misstatement, whether due to fraud or error;
- Establishing objective ESG accounting policies for preparing the selected ESG data;
- Measuring and reporting the information in the selected ESG data based on the ESG accounting policies; and
- The content of the consolidated sustainability statement.

Our responsibility

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the selected ESG data for the period 1 January – 31 December 2025 are prepared, in all material respects, in accordance with the ESG accounting policies;
- Forming an independent conclusion, based on the procedures performed and the evidence obtained; and
- Reporting our conclusion to the stakeholders of KK Group Holding A/S.

Aarhus, 17 March 2026

PricewaterhouseCoopers Statsautoriseret
Revisionspartnerselskab
CVR No 3377 1231

Mads Melgaard
State Authorised
Public Accountant
mne34354

Claus Lyngsø Sørensen
State Authorised
Public Accountant
mne34539

Group

With decades of expertise in power, controls, cooling, and monitoring, we enable renewables to electrify societies and drive industrial efficiency. By engineering, manufacturing, and servicing technologies we are Powering Change towards a more sustainable tomorrow.

Powering Change

kkgroup.com

KK Group Holding A/S
Boegildvej 3
DK-7430 Ikast
CVR no. 39067048

+45 96 92 43 00
main@kkgroup.com