Annual Report
2024

William Demant Invest A/S
CVR no. 27761291
Kongebakken 9
2765 Smørum, Denmark

Accounting period: 1 January – 31 December 2024

William Demant Invest

Evergreen investor

We are a long-term investor with keen focus on companies with sustainable business models and structures resembling those of Demant and favourable growth prospects.

We believe in ownership longevity as a means of fostering the right conditions for long-term value creation. In short, we are in it for the long haul.

Content

Pages 4 to 35 constitute Management's Statement

On front page and page 2, 4, 11, 28, 32, 33 and 39 images are AI-generated

Insights and highlights

Active ownership

We are looking for companies where we can be an active partner.

We want to be a part of – and contribute to – the companies we invest in.

Letter from the CEO

2024 was characterised by stability for the companies in the William Demant Invest portfolio. In a year of continued geopolitical uncertainty, we once again saw consistent performance from the companies in the portfolio with sustained positive growth trajectories. Overall, the portfolio saw revenue growth in 2024.

On the back of a solid 2023 with overall strong business performance in a more normalised post-covid market, most of the companies in the William Demant Invest portfolio continued delivering strong performance in 2024. The market value of the companies is on par with last year, amounting to DKK 60 billion, but we have seen stable and solid business performance from all companies. Our portfolio saw a combined revenue growth of 4% to DKK 54 billion in 2024.

In terms of new investments, we increased our ownership in selected companies during the year and thus consolidated the existing portfolio to an even larger extent. Most of our companies reside in the MedTech business, and we firmly believe that the stability of this industry suits us very well. We therefore wish to expand and consolidate our ownership in the companies even further in the future, and we are confident that our current portfolio holds strong potential for future growth due to the resilient nature of the companies.

Furthermore, I want to highlight our evergreen mentality in William Demant Invest which is illustrated through our buy-and-hold approach to our investments. The past couple of years have been characterised by external, macroeconomic turmoil, which has naturally affected the valuation of our portfolio companies – but we are in this business for the long run. Thus, short-term disruptions in our active markets do not change our strategy and focus on long-term value creation in our investments.

A positive outlook for the future

Even though uncertainty still exists around the future development on the global markets, we look positively towards the future. The continued solid business performance of our companies is a clear sign of stability, and we continue to experience a portfolio of well-driven, well-managed companies with the right innovative and product-driven mindsets.

I would like to thank the employees, management and boards in the William Demant Invest portfolio for the efforts and the collaboration during 2024. I also want to extend my gratitude towards customers of the portfolio – and we look forward to an exciting 2025 based on continued strong collaboration.

Niels Jacobsen

“The kite is a symbol of how we conduct our business in William Demant Invest. Hovering high up in the air, the kite possesses perspective and overview of the landscape below. To make sure that it never flies off in unwanted directions, it is held tight by a string, ensuring a grounded connection to the world.”

Niels Jacobsen, CEO

About William Demant Invest

History and purpose

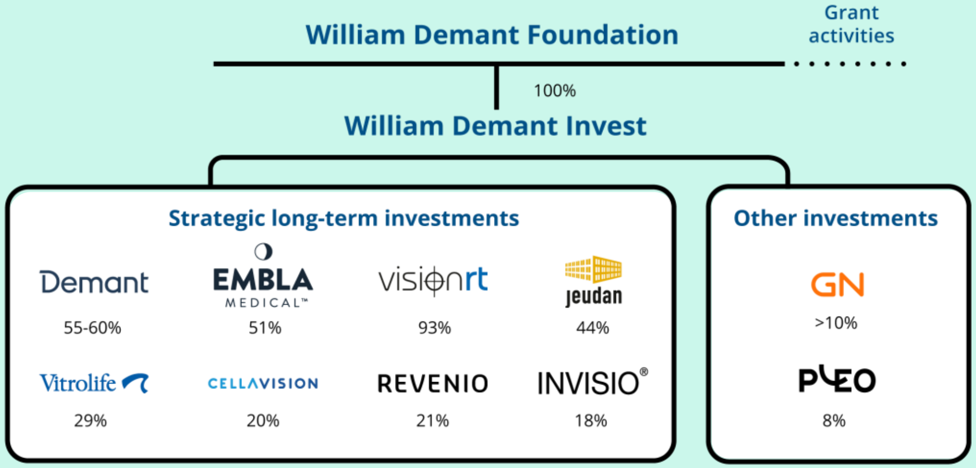
Established in 2004, William Demant Invest serves as the exclusive holding company for the comprehensive investment endeavours of William Demant Foundation. Presently, the primary source of liquidity for William Demant Invest is derived from capital returns generated by its subsidiaries and associated companies.

The main objective of William Demant Foundation is to safeguard and enhance the Demant enterprise while allocating a portion of its net income to causes defined in its charter. This commitment to a long-term perspective is evident across the majority of investments undertaken by William Demant Invest. William Demant Invest actively pursues significant involvement in the ongoing progress of subsidiaries and associated companies, aligning the foundation's dedication to fostering sustained growth.

Group structure and governance

William Demant Invest serves as the overarching entity for the investment activities of William Demant Foundation. The complete ownership tie between William Demant Foundation and William Demant Invest, along with the identical Boards of Directors, ensures the execution of investments aligns with the principles established in William Demant Foundation's charter and adheres to the investment strategy outlined by William Demant Invest.

While the implementation of the investment strategy is undertaken by William Demant Invest, decisions on exercising voting rights and buying or selling Demant shares are exclusively overseen and decided upon by William Demant Foundation. William Demant Foundation has communicated a 55-60% ownership interval – either directly or indirectly – in Demant.



The Group structure illustrated above reflects ownership figures as of 27 March 2025. Ownership in Demant represents the combined ownership of William Demant Foundation and William Demant Invest.

The strategic long-term investments are presented in the section “The William Demant Invest companies” on page 11.

Investment strategy

Investment approach

Our investment principles are focused on innovation-driven companies with proven, robust, and familiar business models

Throughout its long-lasting engagement with Demant, William Demant Invest has accumulated extensive expertise in the development and management of similar enterprises, creating a knowledge base that has profoundly influenced the determination of the investment strategy. Building on the success achieved with Demant, William Demant Invest naturally seeks for similar business characteristics in new investments, allowing for the application of this expertise.

So, what does it mean to be a company like Demant? And what are the trademarks of Demant's business model that set the standard for the investment strategy of William Demant Invest?

First of all, the high level of product innovation, on which a company like Demant builds its growth, results in natural barriers of entry because of the high level of specialist knowledge needed to develop and manufacture the products. Therefore, a company of this kind will normally operate in niche markets with few major players and a high level of innovation. Secondly, Demant has a portfolio of products that are the same form all over the world. The distribution may vary between countries, but the product program is the same on a global scale. Demant has been through a long globalisation process with a constantly increasing number of locally based companies all over the world that together constitute a large, global business – but where the products sold, and the services provided, are more or less the same all over the world.

To sum this up, William Demant Invest mainly looks for innovation-driven companies in niche markets with a strong, unified product program and a global distribution mode. Historically, several – investments have been within the MedTech industry. William Demant Invest also takes up ownerships within other industries besides MedTech, however always in companies with a business model similar to Demant's as outlined above.

Criteria for ownership

The investment strategy for William Demant invest is summarised through the following criteria for ownership

Strong, underlying market drivers – such as favourable mega-trends or long-term supportive industry or sector developments

Innovation-driven companies in niche markets with high entry barriers

Large total addressable markets (TAM) with sizeable growth potential and/or options to expand to adjacent markets

Strong, unified product program and a global distribution model with local sales activities

Attractive growth and globalisation journey ahead in which William Demant Invest can contribute as long-term owner

Competent management with strong focus on continuous growth, innovation and product development

Preference for listed companies with a well-established organisation and a proven product concept

Revenue above DKK 250 million with strong profitability and stable cash flow generation

William Demant Invest at a glance

Key figures

Aggregate figures for all William Demant Invest companies (100% level)

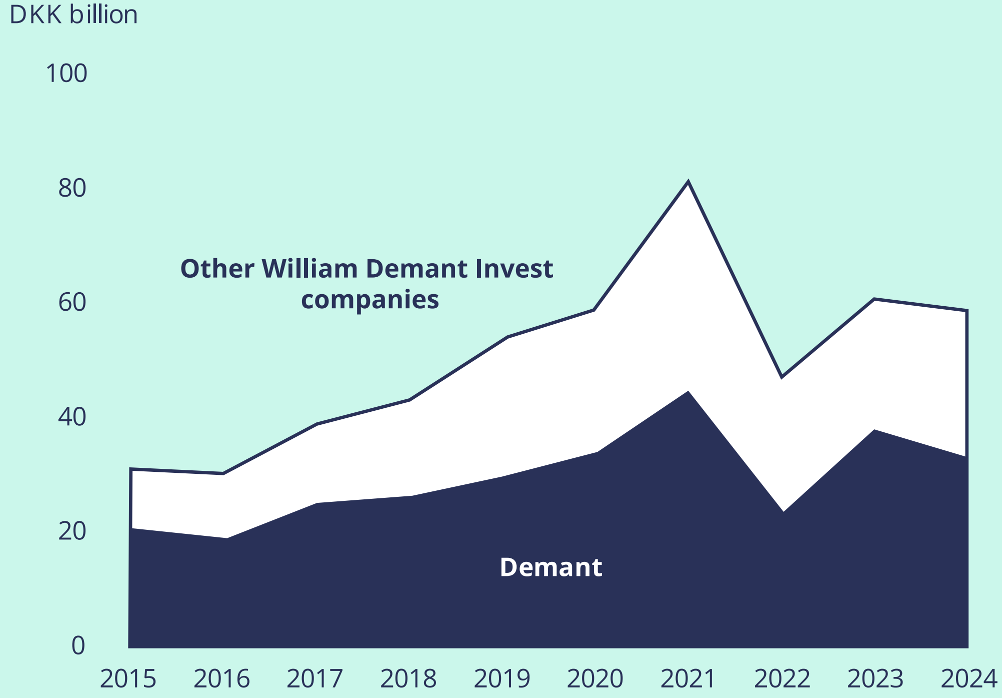
Revenue (DKK million)
53,809
Growth:
4%
2023: DKK 51,981 million

EBITDA (DKK million)
12,501
Growth:
11%
2023: DKK 11,219 million

Mkt.CAP EoY (DKK billion)
153
Growth:
-4%
EoY 2023: DKK 159 billion

Average # of employees
35,503
Growth:
2%
2023: 34,842

William Demant Invest's total market value*



*Calculated as the sum of William Demant Invest's proportional share of market capitalisation of all portfolio companies less William Demant Invest's net debt. Please see pro forma consolidation on page 10 for a specification.

Pro forma consolidation

(DKK million)	Individual entities - 100%		William Demant Invest A/S proportional share	
	2024	**2023**	**2024**	**2023**
Revenue				
Demant A/S	22,419	21,601	12,964	12,561
Embla Medical hf.	5,896	5,415	3,026	2,824
Vitrolife AB	2,386	2,309	684	662
CellaVision AB	478	446	95	89
Revenio Group Oyj	772	720	145	122
Jeudan A/S	1,709	1,717	717	720
INVISIO AB	1,192	815	205	134
GN Store Nord A/S	17,985	18,120	2,211	2,104
Other	972	838	902	747
Total	**53,809**	**51,981**	**20,949**	**19,963**
EBITDA				
Demant A/S	5,963	5,799	3,447	3,373
Embla Medical hf.	1,190	983	611	513
Vitrolife AB	809	747	232	214
CellaVision AB	144	136	29	27
Revenio Group Oyj	226	225	43	38
Jeudan A/S	1,105	1,112	464	467
INVISIO AB	296	195	51	32
GN Store Nord A/S	2,541	1,751	312	203
Other	227	271	209	239
Total	**12,501**	**11,219**	**5,398**	**5,106**

The pro forma consolidation is prepared on the basis of average share of ownership in the reported years (adjusted for treasury shares). The market capitalisation is prepared on the basis of share of ownership end of period.

The "Other" category includes Vision RT and administration costs.

	Individual entities - 100%		William Demant Invest A/S proportional share	
	2024	**2023**	**2024**	**2023**
Employees, average				
Demant A/S	21,381	20,690	12,365	12,033
Embla Medical hf.	4,091	3,945	2,101	2,058
Vision RT Ltd.	331	299	307	267
Vitrolife AB	1,071	1,084	307	311
CellaVision AB	236	244	47	49
Revenio Group Oyj	229	214	43	36
Jeudan A/S	676	670	284	281
INVISIO AB	273	248	47	41
GN Store Nord A/S	7,201	7,435	885	863
Other	14	13	14	13
Total	**35,503**	**34,842**	**16,400**	**15,952**
Market capitalisation (DKK million)				
Demant A/S (DKK 264.2/296.0)[1)]	56,278	65,284	32,829	37,817
Embla Medical hf. (DKK 35.6/27.5)	15,199	11,558	7,807	6,030
Vitrolife AB (SEK 215.0/194.7)	18,907	17,707	5,422	5,078
CellaVision AB (SEK 217.5/212.0)	3,369	3,396	671	677
Revenio Group Oyj (EUR 26.6/27.2)	5,278	5,391	1,038	972
Jeudan A/S (DKK 203.0/229.0)	11,253	12,694	4,721	5,326
INVISIO AB (SEK 275.5/195.6)	8,158	5,990	1,444	988
GN Store Nord A/S (DKK 133.8/171.8)	19,483	24,965	2,395	3,075
Other[2)]	15,067	12,135	3,647	849
Total	**152,992**	**159,120**	**59,974**	**60,812**

Parentheses show year-end share prices.
[1]Including the ownership of William Demant Foundation.
[2]Other includes net debt subtracted the value of Vision RT and Pleo.

The William Demant Invest companies

Diversified portfolio

Over the years, we have accumulated extensive expertise in building up and managing global companies, especially in the MedTech industry.

We have a deep understanding of the businesses where we are involved, and we see how people benefit from the products and services we help come to life. In addition to significant holdings in various quality MedTech companies, we are also proud owners of companies in such diverse areas as personal communication equipment, real estate and financial services.

Demant

Revenue (DKK million)	EBITDA (DKK million)	
22,419	**5,963**	
Growth (reported)	EBITDA margin	
4%	**27%**	
2023: DKK 21,601 million	2023: DKK 5,799 million	
Average # of employees	Mkt. cap EoY (DKK million)	WDI ownership EoY[1)]
21,381	**56,278**	**58%**
Growth	End of 2023	End of 2023
3%	**65,284**	**58%**
2023: 20,690		

[1]Incl. William Demant Foundation ownership

About Demant A/S
Demant is a leading global hearing healthcare company, which develops, manufactures and sells hearing healthcare products and services. The company consists of three business areas: Hearing Aids, Hearing Care and Diagnostics. The former business areas; Hearing Implants and Communications are recognised as discontinued operations. Demant is listed on Nasdaq Copenhagen.

2024 at a glance
Sales in Demant increased by 4% to DKK 22,419 million. Growth in local currency was 5%, of which 2% was organic, primarily driven by Hearing Care, which saw very good momentum and delivered above-market organic growth, which was further supported meaningfully by acquisitions.

Hearing Aids growth was below the original expectations for the year, even considering the very strong comparative figures, and was negatively impacted by a generally intense competitive environment across channels, and the significant loss of market share with managed care in the US. The unit growth in global hearing aid market in 2024 is estimated to be around 4%, which is primarily driven by the US commercial market with growth in Europe and our Rest of world region being slightly lower. It is estimated that geography and channel mix has had a slightly positive impact on ASP development.

Diagnostics saw neutral growth in 2024, impacted by a very soft global market for diagnostic instruments, headwinds experienced by our portfolio of balance equipment and adverse developments in China due to limited access to public markets.

Earnings before interest, taxes, depreciation and amortisation (EBITDA) amounted to DKK 5,963 million, which is an increase of 3% from 2023 and corresponds to an EBITDA margin of 27%.

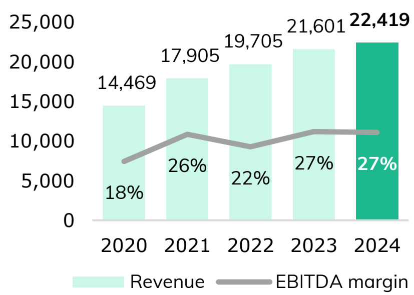
It was in connection with the Interim Report 2024 announced that Demant would initiate a significant restructuring of the Communications business as a conclusion of the strategic review announced in February 2024. The restructuring includes a rightsizing of the organisation and create a more focused business with the intension to process with the divestment of EPOS.

In Hearing Implants, which also remains categorised as discontinued operations, Demant completed the divestment of the cochlear implant (CI) business in May 2024, while the bone anchored hearing systems (BAHS) business will remain with Demant, pending a strategic review.

Read more at
www.demant.com

Key financial figures

DKK million



Board of Directors

Niels B. Christiansen	Chair
Niels Jacobsen	Vice Chair
Katrin Pucknat	
Sisse F. Rasmussen	
Kristian Villumsen	
Thomas Duer	Staff-elected
Heidir Hørby	Staff-elected
Anders H. Thomsen	Staff-elected

Executive Board

Søren Nielsen	CEO & President
René Schneider	CFO
Niels Wagner	President, Hearing Care

Demant

EMBLA MEDICAL™

Revenue (USD million)
855
Growth (reported)
9%
2023: USD 786 million

EBITDA (USD million)
169
EBITDA margin
20%
2023: USD 139 million

Average # of employees
4,091
Growth
4%
2023: 3,945

Mkt. cap EoY (DKK million)
15,199
End of 2023
11,558

WDI ownership EoY
51%
End of 2023
52%

About Embla Medical hf.
Embla Medical is a global leader in mobility solutions, including prosthetics, bracing and supports solutions and neuro orthotics. In addition, Embla Medical operates a large network of patient care clinics. The company was founded in 1971, is headquartered in Iceland and has been listed on the Icelandic Stock Exchange from 1999 to 2017 and on Nasdaq Copenhagen since 2009.

William Demant Invest started investing in Embla Medical in 2004 and has since 2018 been the majority shareholder, today holding around 51% of the share capital.

2024 at a glance
Embla Medical realised total revenue of USD 855 million which was an increase of 9% compared to 2023 in reported terms. In local currency, revenue also increased by 9%, of which organic growth was 6%.

During 2024, the company changed its name from Össur to Embla Medical, although Össur remains a product brand name for its prosthetics, bracing and supports solutions.

Prosthetics and Neuro Orthotics sales accounted for 49% of group revenue and increased organically by 9% for the year. The growth was driven by solid volume growth and positive product mix supported by strong performance in our high-end solutions. Throughout 2024, the EMEA region demonstrated strong growth across key markets and product categories, including high-end solutions such as bionic and high-end mechanical feet.

Bracing & Supports accounted for 17% of sales and increased organically by 1%, driven by good growth in key product categories, but sales were negatively impacted by challenging market dynamics in select product categories and markets.

Patient Care accounted for 34% of group revenue and increased organically by 5%, driven by strong patient volume growth and positive mix effects, especially in EMEA. During the year, Embla Medical also introduced a new unified brand identity, ForMotion, for all patient care facilities with the goal of bringing the network of O&P clinics under a single cohesive brand.

Earnings before interest, taxes, and amortisation (EBITDA) amounted to USD 169 million in 2024, corresponding to an EBITDA margin of 20%.

Read more at www.emblamedical.com

EMBLA MEDICAL™

Board of Directors

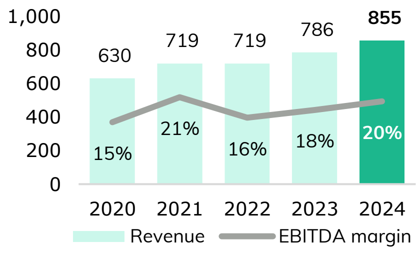
Niels Jacobsen	Chair
Svafa Grönfeldt	Vice Chair
Dr. Alberto Esquenazi	
Arne Boye Nielsen	
Tina Abild Olesen	
Caroline Vagner Rosenstand	

Executive Management

Sveinn Sölvason	President & CEO

Key financial figures

USD million




visionrt
visionrt
visionrt

About Vision RT Ltd.
Vision RT is a UK-based pioneer and leading manufacturer of surface-guided radiation therapy (SGRT). The company, which was founded in 2001, develops and manufactures camera systems and software that improves the efficiency, efficacy, and patient comfort during radiation therapy.

William Demant Invest acquired approx. 89% of the shares in Vision RT in 2018 – thus becoming the majority shareholder alongside the company's founders. In 2023, we increased our ownership to 93%.

2024 at a glance
Vision RT experienced strong overall growth in 2024, driven by both their core product offerings and their expanding service business. This growth was not just limited to one region but was seen across multiple mature markets.

The company continues to execute its strategic plans effectively, which include consolidating its market position and expanding its global footprint. This strategic execution allowed Vision RT to capitalise on new opportunities and strengthen its presence in existing as well as new markets.

Vision RT saw notable market share gains, particularly in the US and selected European markets. Their innovative and clinically proven product portfolio continues to resonate well with customers, leading to increased adoption and preference over competitors.

Vision RT's service business also played a crucial role in the strong results for 2024. The service segment achieved double-digit organic growth, contributing to the overall stability and robustness of the company's business model.

Overall, Vision RT's strong performance in 2024 was a result of effective strategy execution, innovative product offerings, and a growing service business, all of which contributed to their market share gains and traction across different regions.

Since our investment in Vision RT in 2018, we have from first-hand witnessed the dedication and passion from the many employees of Vision RT to support cancer care patients in receiving the most efficient procedures for radiation therapy. With the most comprehensive and clinical-proven product portfolio in the market, Vision RT is set to continue to develop and pioneer the market for SGRT and taking a step closer to realise its mission of making radiation therapy more effective for cancer patients.

Read more at www.visionrt.com

Board of Directors
Niels Jacobsen Chair
Gideon Hale
Søren Nielsen
Norman Smith

Executive Management
Norman Smith President & CEO

WDI ownership EoY
93%

End of 2023
93%

visionrt

Vitrolife

Revenue (SEK million)	EBITDA (SEK million)	Average # of employees	Mkt. cap EoY (SEK million)	WDI ownership EoY
3,609	**1,225**	**1,071**	**29,121**	**29%**
Growth (reported)	EBITDA margin	Growth	End of 2023	End of 2023
3%	**34%**	**-1%**	**26,372**	**29%**
2023: SEK 3,512 million	2023: SEK 1,136 million	2023: 1,084		

About Vitrolife AB
Vitrolife is an international medical device company specialising in production and development of products for assisted reproduction. The company was founded in 1994 and was one of the first companies to provide IVF laboratories with high quality ready-to-use culture media. The company is headquartered in Gothenburg, Sweden, and is listed on Nasdaq Stockholm.

In 2014, William Demant Invest divested its 31% share in Unisense FertiliTech A/S to Vitrolife in exchange for shares in the company and has in the following years increased the ownership. William Demant Invest has since 2017 been the largest shareholder in Vitrolife and today holds around 29% of the shares.

2024 at a glance
Vitrolife increased total revenue by 3% to SEK 3,609 million. In local currency, the growth was 4%, which was entirely organic.

Consumables and Technologies delivered record-high revenue with annual growth in local currency of 10% and 16%, respectively. While the development in Consumables was driven by record-high sales of media and strong growth in disposable devices – especially in EMEA and Americas – Technologies was driven by increased adoption of the Time Lapse system, EmbryoScope®, and an increase in revenue per installed device, globally.

The former business area Genetic Services was in connection with the Q1 reporting renamed to Genetics. This was a direct result of moving the product area Genomics - which includes genetic test kits – from Consumables to the renamed Genetics business area.

Overall, Genetics saw another challenging year with sales declining by 5% as mixed result of modest growth in the Genetic services area, while sale of genetic test kits declined significantly.

2024 was the first full year with Bronwyn Brophy as the CEO of Vitrolife. The executive management team was further strengthened with the appointment of Helena Wennerström as acting CFO in December and the appointment of Ermanno Sironi as Chief Operating Officer after the end of the reporting period.

Earnings before interest, taxes, depreciation, and amortisation (EBITDA) amounted to SEK 1,225 million, corresponding to an EBITDA margin of 34%.

Read more at www.vitrolife.com

Vitrolife

Board of Directors

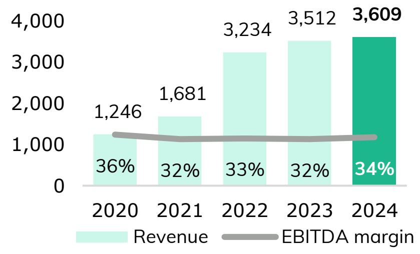
Jón Sigurðsson	Chair
Henrik Blomquist	
Lars Holmqvist	
Pia Marions	
Karen Lykke Sørensen	

Executive Management

Bronwyn Brophy	CEO

Key financial figures

SEK million



CELLAVISION

Revenue (SEK million)
723
Growth (reported)
7%
2023: SEK 677 million

EBITDA (SEK million)
219
EBITDA margin
30%
2023: SEK 207 million

Average # of employees
236
Growth
-3%
2023: 244

Mkt. cap EoY (SEK million)
5,188
End of 2023
5,054

WDI ownership EoY
20%
End of 2023
20%

About CellaVision AB
CellaVision is a global leader of digital solutions for medical microscopy in the field of hematology. The company develops analysers, software and applications that make it easier, faster, and more efficient to carry out blood cell analysis, ranging from among others pre-classification of white-blood cell types to morphological characteristics of red-blood cells. The company is headquartered in Lund, Sweden, and has since 2011 been listed on Nasdaq Stockholm.

William Demant Invest started investing in CellaVision in 2017 and with an ownership of 20%, William Demant Invest is the largest shareholder in the company.

2024 at a glance
In 2024, CellaVision increased total revenue to SEK 723 million, corresponding to an increase of 7%, which was unchanged in local currency and entirely organic, demonstrating solid performance following a period of market normalisation.

While regional performance varied, EMEA and APAC delivered strong growth, with revenues increasing by 21% and 39%, respectively. Growth in these regions was primarily driven by increased demand across multiple markets and large-scale laboratory implementations. Meanwhile, the Americas region faced headwinds, declining by 14%, mainly due to political uncertainty in the US affecting hospital investment cycles.

Despite a more competitive landscape, CellaVision continues to strengthen its market leadership in digital cell morphology. The strategic alliance with Sysmex, announced earlier in the year, serves as a strong validation of CellaVision's position and is expected to contribute positively to future growth.

Furthermore, CellaVision made progress in its innovation pipeline, with ongoing clinical trials for a new bone marrow analysis application, aiming for CE marking by the end of 2025. Additionally, the planned integration of Fourier Ptychographic Microscopy (FPM) into the next generation of hematology products underscores CellaVision's commitment to diagnostic advancement.

Earnings before interest, taxes, depreciation, and amortisation (EBITDA) amounted to SEK 219 million, corresponding to an EBITDA margin of 30%.

Read more at www.cellavision.com

CELLAVISION

Board of Directors

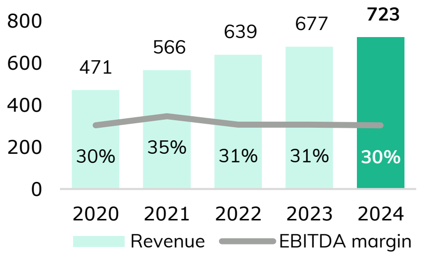
Mikael Worning	Chair
Louise Armstrong-Denby	
Christer Fåhraeus	
Ann-Charlotte Jarleryd	
Stefan Wolf	
Gunnar Bro Hansen	Staff-elected
Kent Stråhlen	Staff-elected

Executive Management

Simon Østergaard	CEO

Key financial figures

SEK million



REVENIO

Revenue (EUR million)
104

Growth (reported)
7%
2023: EUR 97 million

EBITDA (EUR million)
30

EBITDA margin
29%
2023: EUR 30 million

Average # of employees
229

Growth
7%
2023: 214

Mkt. cap EoY (EUR million)
707

End of 2023
723

WDI ownership EoY
20%

End of 2023
18%

About Revenio Group Oyj
Revenio operates within ophthalmological devices and software solutions for eye care. The company develops tonometers, fundus imaging devices, perimeters and clinical software solutions under the iCare brand focusing on early-stage detection of globally prevailing eye diseases, including glaucoma, diabetic retinopathy, age-related macular degeneration (AMD) and cataract as well as the monitoring of these diseases during the treatment process. Revenio is headquartered in Helsinki, Finland, and is listed on Nasdaq Helsinki.

William Demant Invest started investing in Revenio in 2018 and is today the largest shareholder with 21% ownership.

2024 at a glance
Revenio achieved total revenue of EUR 104 million in 2024, marking a 7% increase from 2023. In local currencies, the growth was 6% and entirely organic. Following a soft first quarter, the operating environment improved as the year progressed, and the year ended on a strong note.

In 2024, the US accounted for 50% of total revenue, while the EMEA region, Latin America and Canada in total accounted for 3% and the APAC region accounted for 17%.

During the year, Revenio continued to strengthen its market position by expanding the AI-driven iCare ILLUME screening solution into new markets, and the number of iCare ILLUME screening sites quadrupled. In addition, iCare ILLUME obtained marketing approval from the Chinese authorities, while the marketing approval process in the United States remains ongoing.

In August, Revenio took a major step in advancing its AI capabilities with the acquisition of the Dutch company, Thirona Retina B.V. The integration of Thirona's RetCAD software into the iCare ILLUME platform enhances Revenio's ability to detect and monitor eye diseases through artificial intelligence-driven screening. This strategic acquisition supports Revenio's vision of delivering holistic eye care solutions by combining state-of-the-art devices, software, and analytics to improve clinical outcomes and expand its presence in the global ophthalmic market.

Earnings before interest, taxes, depreciation, and amortisation (EBITDA) was unchanged from last year at EUR 30 million corresponding to an EBITDA margin of 29%. Adjusted for one-off costs, the EBITDA margin was 30%.

Read more at www.reveniogroup.com

REVENIO

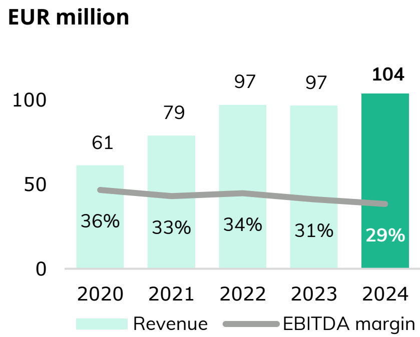
Board of Directors

Arne Boye Nielsen	Chair
Bill Östman	Vice Chair
Riad Sherif	
Ann-Christine Sundell	
Pekka Tammela	

Executive Management

Jouni Toijala	CEO

Key financial figures



INVISIO®

Revenue (SEK million)
1,807
Growth (reported)
46%
2023: SEK 1,239 million

EBITDA (SEK million)
463
EBITDA margin
26%
2023: SEK 308 million

Average # of employees
273
Growth
10%
2023: 248

Mkt. cap EoY (SEK million)
12,560
End of 2023
8,914

WDI ownership EoY
18%
End of 2023
17%

About INVISIO AB
INVISIO is a Danish-based company operating within advanced communication systems that help professionals in noisy and mission-critical environments to work more safely and effectively while protecting their hearing.

The company offers personal communication equipment and hearing protection for primarily defence and public safety customers. The product portfolio includes headsets, control units, cables and an intercom system, that enables users of personal equipment to communicate within a group, e.g. in a vehicle, as well as with individuals in the field while being on the move. INVISIO is listed on Nasdaq Stockholm and headquartered in Copenhagen, Denmark.

William Demant Invest started investing in INVISIO in 2020 and today owns approx. 18% of the company.

2024 at a glance
INVISIO increased its total revenue to SEK 1,807 million, corresponding to an increase of 46%, which was unchanged in local currency and entirely organic. Total revenue includes a high-volume, third-party radio order for radio systems. Adjusted for this, growth was 32 %.

2024 was a very strong year for INVISIO, fuelled by a robust market and the company's past investments in R&D, sales, and marketing. The company achieved record-high order intake and total revenue for the year, supported by strong market activity and high demand for INVISIO's products, particularly in Europe, where long-term equipment upgrades remain a key driver. Towards the end of the year, the company saw the initial impact from increased European defence budgets starting to materialise and these are expected to increasingly support growth in the coming years.

During the year, INVISIO partnered with the U.S. Defense Innovation Unit to co-develop INVISIO Link, which was launched in the second half of the year and adds wireless capabilities to the intercom system and hereby bridging the gap between dismounted in the field and mounted users in vehicles. After the end of the reporting period, INVISIO further acquired the UltraLynx™ product line from the UK company, Ultra PCS, enhancing its tactical body-worn system capabilities.

Earnings before interest, taxes, depreciation, and amortisation (EBITDA) amounted to SEK 463 million, corresponding to an EBITDA margin of 26%, which was unchanged from last year but negatively impacted by the third-party radio order.

Read more at www.invisio.com

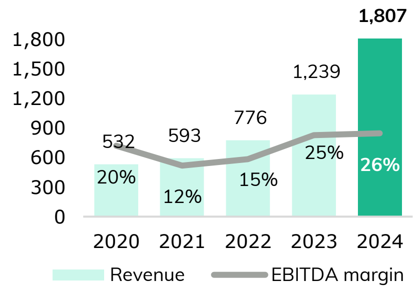
INVISIO®

Board of Directors
Annika Andersson Chair
Ulrika Hagdahl
Nicklas Hansen
Martin Krupicka
Hannu Saastamoinen
Charlott Samuelsson

Executive Management
Lars Højgård Hansen CEO

Key financial figures

SEK million



jeudan

Revenue (DKK million)
1,709
Growth (reported)
0%
2023: DKK 1,717 million

EBIT (DKK million)
1,080
EBIT margin
63%
2023: DKK 1,094 million

Average # of employees
676
Growth
1%
2023: 670

Mkt. cap EoY (DKK million)
11,253
End of 2023
12,694

WDI ownership EoY
42%
End of 2023
42%

About Jeudan A/S
Jeudan is Denmark's largest publicly listed real estate and service company. Jeudan's activities consist of investment in and managing of commercial and residential properties, mainly in Copenhagen and Frederiksberg.

William Demant Invest started investing in Jeudan in 2004 and today holds around 44% of the shares.

2024 at a glance
Jeudan's revenue remained consistent with the previous year and was within company guidance. However, lower investment activity, due to continued reduced supply of properties within Jeudan's strategic focus, impacted revenue growth.

The lower-than-expected investment activity was primarily due to continued low supply of properties in Jeudan's strategic focus areas. Despite this, there are signs of improving supply, which could lead to a more favourable investment environment in the future.

95% of Jeudan's properties are located in their strategic focus areas, namely the city centre of Copenhagen and Frederiksberg. This focus was further strengthened by the acquisition of two new properties in 2024 in Copenhagen: Rosenborggade 15-17 and Folke Bernadottes Allé 45.

Jeudan's service business made a solid and value-added contribution to group revenue. This segment continues to distinguish Jeudan from other property companies, supported by a high occupancy rate of 95.9% by year-end.

Earnings before interest and taxes (EBIT) were DKK 1,080 million, showing a stable development compared to 2023. The net result increased to DKK 113 million from a loss of DKK 828 million, driven by positive value adjustments of Jeudan's property portfolio, which outweighed the negative impact from value adjustments of Jeudan's financial obligations.

By year-end, Jeudan's property portfolio had a book value of over DKK 35 billion, spread across 198 properties and totaling almost 1 million square meters.

Overall, Jeudan managed to maintain stability in a challenging market, with hopes for improved investment conditions moving forward. Their strategic focus on prime locations and a strong service business continue to underpin their robust business model.

Read more at www.jeudan.dk

Board of Directors

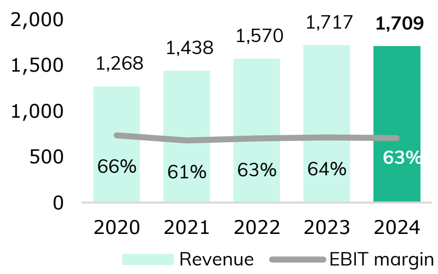
Niels Jacobsen	Chair
Tom Knutzen	Vice Chair
Claus Gregersen	
Helle Okholm	
Nicklas Hansen	

Executive Management

Per Wetke Hallgren	CEO
Søren B. Andersson	Deputy CEO

Key financial figures

DKK million



Corporate information

Competent management

Respect and trust are keywords in William Demant Invest.

We respect the original values and legacy of the companies we invest in. And we respect the unique competencies, knowledge and experience they have built up over the years.

Equally important our collaboration must be founded on trust where we bring our experience to the table to help a company reach its full potential.

Board of Directors

Lars Nørby Johansen
Chair
(M)

Born 1949
Joined the Board in 2017
(up for election in 2025)

Considered independent: Yes

Other directorships: Dansk Vækstkapital I (chair), Copenhagen Airports A/S (chair), Montana Møbler A/S (chair), Arp-Hansen Hotel Group A/S (vice chair), Kadeau ApS (board member), William Demant Foundation (chair)

Education: Master of Social Sciences from the University of Odense

Competences: Extensive international experience as a corporate executive, including vast board experience from listed companies, Corporate Governance and profound knowledge of the challenges resulting from globalisation and not least industrial policy

Total fee in William Demant Foundation and William Demant Invest A/S in 2024: DKK 1,200,000

Tine Roed
Vice chair
(F)

Born 1964
Joined the Board in 2021
(up for election in 2025)

Considered independent: Yes

Other directorships: Nykredit Alternatives Core AIF-SIKAV (chair), Multi Manager Invest (chair), Nykredit Alpha (chair), Unit trust Sparinvest (board member), InvestIn SICAV-RAIF (board member), Investin (board member), Nykredit Invest, Nykredit Almen Bolig samt Private Banking Elite (board member), Nykredit Alpha SICAV-RAIF (board member), William Demant Foundation (board member)

Education: Master of Law from the University of Copenhagen

Competences: Special qualifications within regulation of companies and funds as well as deep insight into politics and social as well as economic conditions. Furthermore, strong skills and experience in strategic management and communication

Total fee in William Demant Foundation and William Demant Invest A/S in 2024: DKK 493,750

Niels B. Christiansen
Board member
(M)

Board member (M)
Born 1966
Joined the Board in 2019
(up for election in 2025)

Considered independent: Yes

Other directorships: LEGO A/S (President & CEO), LEGO Holding (CEO), Demant A/S (chair), William Demant Foundation (vice chair), Tetra Laval S.A. (board member)

Education: Master of Science in Engineering from the Technical University of Denmark (DTU), MBA from INSEAD (France)

Competences: Special qualifications within international business management of major, global, industrial hi-tech corporations, including extensive board experience from listed companies as well as comprehensive insight into industrial policy

Total fee in William Demant Foundation, William Demant Invest A/S and Demant A/S in 2024: DKK 1,825,000

Anna Ceilia Frellsen
Board member
(F)

Born 1973
Joined the Board in 2020
(up for election in 2025)

Considered independent: Yes

Other directorships: Maternity Foundation (CEO), Center for Ledelse (board member), Ipas Europe (chair), William Demant Foundation (board member)

Education: Bachelor of Science in Business Administration from CBS, MBA from IESE (Barcelona, Spain)

Competences: Special qualifications within global health, growth strategy, digital health and philanthropy

Total fee in William Demant Foundation and William Demant Invest A/S in 2024: DKK 400,000

Management

Niels Jacobsen
CEO
(M)

Born 1957

Education
Niels Jacobsen holds a Master of Science degree in Economics from Aarhus University

Group-related directorships
Demant A/S, vice chair
Embla Medical hf., chair
Vision RT Ltd., chair
Jeudan A/S, chair

Other directorships
Thomas B. Thrige Foundation, chair
ABOUT YOU Holding GmbH, vice chair
ATP Langsigtet Dansk Kapital, member of advisory board
Central Board of the Confederation of Danish Industry, member
The Board of the Employers of Industry (IAD) under the Confederation of Danish Industry, chair

Nicklas Hansen
CIO
(M)

Born 1986

Education
Nicklas Hansen holds a Master of Science degree in Finance and Accounting from Copenhagen Business School

Group-related directorships
Jeudan A/S, board member
INVISIO AB, board member
Vision RT Ltd., board observer

Our approach to ESG

Being an investment company, it is the impact of our investments that represents our contribution to the sustainable development goals. Sustainability management is a key topic when we evaluate potential new investments and when actively engaging with our portfolio companies.

Since William Demant Invest was established in 2004, we have invested in several companies within the healthcare industry. Through them, we have primarily contributed to Sustainable Development Goal number 3; Good health and well-being, contributing with research and innovation and offering treatment and new possibilities for people with health challenges.

Aside from our contribution to good health and well-being, we pay attention to a list of ESG parameters and policies, such as ethical business practices, environment and climate, diversity and talent retainment and attraction, both when evaluating new potential investment opportunities and as part of our active ownership strategy through our board representation.

This approach acts to reduce ESG risks in new potential investments, and with our active ownership we manage ESG risks of our existing portfolio. We do not expect perfection when we invest in new companies but consider it imperative to use our role as investor to drive progress on these important topics.

The companies in our portfolio all work diligently with ESG policies and frameworks, and we continuously monitor and follow up on the ESG performance through our board representation and other interactions with the companies over the year.

Gender diversity in the Board of Directors

At the end of 2024, the Board of Directors of William Demant Invest consisted of four members of which two are female and two are male. The Board of Directors now has the target of maintaining the even gender distribution. As the total number of employees in William Demant Invest is less than 50, no specific targets regarding the share of the underrepresented gender have been set at other management levels.

Board of Directors	2024
Total number of board members	4
Share of the underrepresented gender (%)	50
Target share (%)	50
Year of achieving target	N/A

2024 Progress

In 2024, we were pleased to see progress across the companies in our portfolio. A highlight of 2024 was the publication of the first CSRD-compliant annual report by Demant. Embla Medical also made strides in 2024 towards CSRD-compliant reporting in the future. Both companies demonstrate how sustainability is an integral part of the companies' strategies and management.

In William Demant Invest, we started to prepare for annual reporting to be compliant with CSRD in the future.

These preparations provide a sound basis for updating and improving how we manage sustainability in William Demant Invest.

ESG Reporting

William Demant Invest publishes a separate ESG Report that serves as the statutory report to be presented under sections 99a and 99d of the Danish Financial Statements Act.

Please find the report here: https://www.demantinvest.com/esg-report/2024

Financial report

Cash flow positive

We invest in strong, cash flow-positive, quality companies that hold leading positions in their industry niche.

We look for companies with products and a business model already proven and accepted in the market

Financial review

Revenue (DKK million)
29,287
Growth
5%
2023: DKK 27,854 million

EBITDA (DKK million)
7,601
EBITDA margin
26%
2023: DKK 6,032 million

Average # of employees
25,820
Growth
3%
2023: 24,961

Financial review

The consolidated income statement and balance sheet of William Demant Invest comprise three subsidiaries – Demant, Embla Medical, Vision RT – as well as the parent company William Demant Invest.

Income statement
William Demant Invest's consolidated revenue for the full year amounted to DKK 29,287 million compared to DKK 27,854 million in 2023, corresponding to a growth of 5%.

Earnings before interest, taxes, depreciation and amortisation (EBITDA) amounted to DKK 7,601 million resulting in an EBITDA margin of 26% compared to a margin of 22% in 2023. Operating profit (EBIT) was DKK 5,720 million corresponding to a growth of 32%. Profit before tax was DKK 3,907 million compared to DKK 2,157 million in 2023.

In 2024, the profit for the year amounted to DKK 2,411 million for the Group, and William Demant Invest's share of the net result was DKK 1,115 million. Profit for the year is deemed satisfactory and is in line with management expectations.

Equity and capital structure
As of 31 December 2024, the Group's total assets amounted to DKK 64,696 million. This is an increase of 5% compared to 31 December 2023, which is primarily due to an increase in goodwill related to acquisitions partly offset by an impairment in associates. Positively impacted by profit, consolidated equity in 2024 increased by 5% to DKK 31,778 million of which DKK 4,517 million is attributable to non-controlling interests and DKK 27,261 million to the shareholders of William Demant Invest.

No dividends have been paid out to William Demant Foundation in 2024 or 2023.

Cash flows
Overall, the Group continued to generate strong cash flow in 2024, where cash flow from operating activities (CFFO) amounted to DKK 4,885 million in 2024 compared to DKK 5,353 million in 2023. Cash flow from investing activities amounted to an outflow of DKK 2,798 million in 2024 corresponding to a decrease in the outflow of 15% compared to 2023. Finally, cash flow from financing activities amounted to DKK -1,973 million in 2024 mainly related to repayments of borrowings and change in short-term bank facilities.

Tax
William Demant Invest's total corporate tax expensed in 2024 amounted to DKK 992 million compared to DKK 1,046 million in 2023. Tax in associated companies is paid in the respective companies.

Outlook 2025
In 2025, the financial results for the Group are expected to be in line with the growth seen in 2024 in terms of revenue, operating profit and share of profit after tax for associates.

The expectations for the Group's financial performance for 2025 are subject to uncertainties related to the global economy, which are beyond the Group's control and may cause significant deviations in the performance of the portfolio companies compared to the expectations for the year.

Knowledge resources
William Demant Invest has 14 employees but does to a great extent rely on the development and retention of knowledge resources in subsidiaries and associated companies, where we have seen an increase of 3% in the average number of employees in the Group. Further elaboration of knowledge resources can be found in subsidiaries and associated companies' annual reports and webpages.

Risks
William Demant Invest's risks primarily relate to developments in our subsidiaries and associated companies, global healthcare and Danish commercial occupancy rates and the financial markets. For a further review of financial risks, please refer to note 4.1. Further elaboration on business-related risks can be found in subsidiaries' and associates' annual reports and webpages.

Research and development activities
William Demant Invest's research and development activities are placed in subsidiaries and associated companies. Further elaboration on research and development activities can be found in subsidiaries' and associates' annual reports and webpages.

Key figures and financial ratios

DKK million	2024	2023	2022	2021	2020
Income statement					
Revenue	29,287	27,854	25,468	23,160	19,307
Gross profit	21,614	20,390	18,385	16,522	13,206
R&D costs	-1,796	-1,612	-1,652	-1,434	-1,519
Share of profit after tax, associates	342	-930	1,665	1,196	748
EBITDA	7,601	6,032	6,924	7,008	3,680
Amortisation and depreciation etc.	1,881	1,696	1,582	1,956	1,645
Operating profit (EBIT) before special items	5,596	4,336	5,342	5,052	2,035
Operating profit (EBIT)	5,720	4,336	5,342	5,052	2,035
Net financial items	-1,813	-2,179	-690	-375	146
Profit before tax	3,907	2,157	4,652	4,677	2,181
Profit after tax - continuing operations	2,915	1,111	3,960	3,827	1,951
Profit after tax - discontinued operations	-504	-1,025	-192	-183	-
Profit for the year	2,411	86	3,768	3,644	1,951
Balance sheet					
Net interest-bearing debt	20,360	19,748	22,495	16,152	14,050
Assets	64,696	61,502	61,545	52,207	44,683
Equity	31,778	30,146	27,858	25,734	21,816
Other key figures					
Investment in property, plant and equipment, net	733	839	755	669	587
Cash flow from operating activities (CFFO)	4,885	5,353	3,107	4,691	3,388
Free cash flow	4,037	4,189	1,921	3,765	2,589
Average number of full-time employees	25,820	24,961	23,383	20,800	19,924
Financial ratios					
Gross profit margin	73.8%	73.2%	72.2%	71.3%	68.4%
EBITDA margin	26.0%	21.7%	27.2%	30.3%	19.1%
Profit margin (EBIT margin)	19.5%	15.6%	21.0%	21.8%	10.5%
Return on equity	4.3%	-3.7%	12.2%	11.9%	8.0%
Equity ratio	49.1%	49.0%	45.3%	49.3%	48.8%

We refer to section 9.1 for a description of the accounting policies for key figures and financial ratios.

Statement by management

The Board of Directors and the Executive Board have today reviewed and approved the Annual Report 2024 of William Demant Invest A/S for the financial year 1 January – 31 December 2024.

The consolidated financial statements are prepared and presented in accordance with IFRS Accounting Standards as adopted by the EU and additional requirements in the Danish Financial Statements Act. The Parent financial statements are prepared and presented in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the Parent financial statements give a true and fair view of the Group's and the Parent's assets, liabilities and financial position at 31 December 2024, of the results of the Group's and the Parent's operations and of the Group's cash flows for the financial year 1 January to 31 December 2024.

In our opinion, Management's statement includes a true and fair review of the development in the operations and financial circumstances of the Group and the Parent, of the results for the year and of the financial position of the Group and the Parent as well as a description of the most significant risks and uncertainties facing the Group and the Parent.

Management's statement has been prepared in accordance with the Danish Financial Statement Act.

We recommend the Annual Report 2024 for adoption at the annual general meeting.

Smørum, 3 April 2025

Executive Board

Niels Jacobsen
CEO

Board of Directors

Lars Nørby Johansen
Chair

Tine Roed
Vice Chair

Niels B. Christiansen

Anna Cecilia Frellsen

Independent auditor's report

To the shareholder of William Demant Invest A/S

Report on the audit of the Financial Statements

Opinion
In our opinion, the Consolidated Financial Statements give a true and fair view of the Group's financial position at 31 December 2024 and of the results of the Group's operations and cash flows for the financial year 1 January to 31 December 2024 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 Financial Statements give a true and fair view of the Parent's financial position at 31 December 2024 and of the results of the Parent's operations for the financial year 1 January to 31 December 2024 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Financial Statements of William Demant Invest A/S for the financial year 1 January to 31 December 2024, which comprise income statement, balance sheet, statement of changes in equity and notes, including material accounting policy information for both the Group and the Parent, as well as statement of comprehensive income and cash flow statement for the Group. Collectively referred to as 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 Statement
Management is responsible for Management's Statement.

Our opinion on the financial statements does not cover Management's Statement, 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 Statement and, in doing so, consider whether Management's Statement 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 Statement provides the information required under the Danish Financials Statements Act.

Based on the work we have performed, in our view, Management's Statement is in accordance with the Consolidated Financial Statements and the Parent 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 Statement.

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 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'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 or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional 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 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 or the Parent 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 performance of the group audit. We remain solely responsible for our audit opinion.

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

Hellerup, 3 April 2025

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR No 33771231

Rasmus Friis Jørgensen
State-Authorised Public Accountant
mne28705

Consolidated financial statements

Consolidated income statement

(DKK million)	Note	2024	2023
Revenue	1.1	29,287	27,854
Production costs	1.2 / 1.3 / 1.5 / 8.3	-7,673	-7,464
Gross profit		**21,614**	**20,390**
R&D costs	1.2 / 1.3 / 8.3	-1,796	-1,612
Distribution costs	1.2 / 1.3 / 8.3	-12,637	-11,733
Administrative expenses	1.2 / 1.3 / 8.2 / 8.3	-1,927	-1,779
Share of profit after tax, associates	3.4	342	-930
Operating profit (EBIT) before special items		**5,596**	**4,336**
Special items	1.9	124	-
Operating profit (EBIT)		**5,720**	**4,336**
Financial income	4.2	204	406
Financial expenses	4.2	-2,017	-2,585
Profit before tax		**3,907**	**2,157**
Tax on profit for the year	5.1	-992	-1,046
Profit after tax - continuing operations		**2,915**	**1,111**
Profit after tax - discontinued operations	6.2	-504	-1,025
Profit for the year		**2,411**	**86**
Profit for the year attributable to:			
William Demant Invest A/S' shareholder		1,115	-892
Non-controlling interests		1,296	978
		2,411	**86**

Consolidated statement of comprehensive income

(DKK million)	2024	2023
Profit for the year	**2,411**	**86**
Foreign currency translation adjustment, subsidiaries	530	-183
Other comprehensive income adjustments, associates	-75	21
Value adjustment of hedging instruments:		
Value adjustment for the year	-81	46
Value adjustment transferred to revenue	-5	-106
Tax on items that have been or may subsequently be reclassified to the income statement	10	17
Items that have been or may subsequently be reclassified to the income statement	**379**	**-205**
Actuarial gains/losses on defined benefit plans	-17	-19
Tax on items that will not subsequently be reclassified to the income statement	4	4
Items that will not subsequently be reclassified to the income statement	**-13**	**-15**
Other comprehensive income	**366**	**-220**
Comprehensive income	**2,777**	**-134**
Comprehensive income attributable to:		
William Demant Invest A/S' shareholder	1,324	-975
Non-controlling interests	1,453	841
	2,777	**-134**
Breakdown of tax on other comprehensive income:		
Foreign currency translation adjustment, foreign enterprises	-	3
Value adjustment of hedging instruments for the year	9	-9
Value adjustment of hedging instruments transferred to revenue	1	23
Actuarial gains/losses on defined benefit plans	4	4
Tax on other comprehensive income	**14**	**21**

Consolidated balance sheet at 31 December

(DKK million)	Note	2024	2023
Assets			
Intangible assets	3.1	**27,273**	**24,557**
Property, plant and equipment	3.2	**3,444**	**3,275**
Lease assets	3.3	3,605	3,448
Investments in associates	3.4	12,712	12,911
Receivables from associates	3.4 / 4.3 / 4.4	193	277
Other investments	3.4 / 4.3 / 4.5	2,402	3,093
Customer loans	1.7 / 3.4	519	477
Other receivables	3.4 / 4.3 / 4.4	248	201
Deferred tax assets	5.2	945	857
Other non-current assets		**20,624**	**21,264**
Non-current assets		**51,341**	**49,096**
Inventories	1.5	3,621	3,827
Trade receivables	1.6 / 4.3	4,788	4,736
Receivables from associates	4.3	199	189
Income tax		95	256
Customer loans	1.7	155	191
Other receivables	4.3 / 4.4	610	527
Unrealised gains on financial contracts	2.3 / 4.3 / 4.4 / 4.5	31	60
Prepaid expenses		634	598
Cash	4.3 / 4.4	1,829	1,739
Assets held for sale	6.2	1,393	283
Current assets		**13,355**	**12,406**
Assets		**64,696**	**61,502**

(DKK million)	Note	2024	2023
Equity and liabilities			
Share capital		4	4
Other reserves		27,257	25,059
Equity attributable to William Demant Invest A/S' shareholder		**27,261**	**25,063**
Equity attributable to non-controlling interests		4,517	5,083
Equity		**31,778**	**30,146**
Borrowings	4.3 / 4.4	16,684	12,274
Lease liabilities	3.3	2,968	2,829
Deferred tax liabilities	5.2	866	801
Provisions	7.1 / 7.2	225	213
Other liabilities	4.3 / 7.3	1,357	1,122
Deferred income	7.4	873	684
Non-current liabilities		**22,973**	**17,923**
Borrowings	4.3 / 4.4	2,713	6,624
Lease liabilities	3.3	848	796
Trade payables	4.3	858	1,006
Payables to associates		-	1
Income tax		755	688
Provisions	7.1 / 7.2	139	114
Other liabilities	4.3 / 7.3	3,443	3,335
Unrealised losses on financial contracts	2.3 / 4.3 / 4.4 / 4.5	102	38
Deferred income	7.4	743	742
Liabilities related to assets held for sale	6.2	344	89
Current liabilities		**9,945**	**13,433**
Liabilities		**32,918**	**31,356**
Equity and liabilities		**64,696**	**61,502**

Consolidated cash flow statement

(DKK million)	Note	2024	2023
Operating profit (EBIT)		5,720	4,336
Non-cash items etc.	1.8	1,451	2,679
Change in receivables etc.		-241	-317
Change in inventories		-78	-132
Change in trade payables and other liabilities etc.		-6	330
Change in provisions		-24	1
Dividends received		165	197
Cash flow from operating profit		**6,987**	**7,094**
Financial income etc. received		304	355
Financial expenses etc. paid		-1,437	-1,354
Income tax paid		-969	-742
Cash flow from operating activities (CFFO)		**4,885**	**5,353**
Acquisition of enterprises and activities		-1,950	-2,133
Investments in intangible assets		-301	-282
Investments in property, plant and equipment		-764	-861
Disposal of property, plant and equipment		31	22
Investments in other non-current assets		-219	-289
Disposal of other non-current assets		405	246
Cash flow from investing activities (CFFI)		**-2,798**	**-3,297**

(DKK million)	Note	2024	2023
Repayments of borrowings	4.4	-5,114	-6,856
Proceeds from borrowings	4.4	8,629	6,023
Change in short-term bank facilities	4.4	-3,383	-268
Repayments of lease liabilities	3.3/4.4	-926	-869
Transactions with non-controlling interests		-1,179	192
Cash flow from financing activities (CFFF)		**-1,973**	**-1,778**
Cash flow for the year, net - continuing operations		114	278
Cash flow for the year, net - discontinued operations	6.3	-16	-232
Cash flow for the year, net		**98**	**46**
Cash and cash equivalents at the beginning of the year		1,739	1,746
Foreign currency translation adjustment of cash and cash equivalents		-8	-53
Cash and cash equivalents at the end of the year		**1,829**	**1,739**
Breakdown of cash and cash equivalents at the end of the year:			
Cash	4.3/4.4	1,829	1,739
Cash and cash equivalents at the end of the year		**1,829**	**1,739**

Consolidated statement of changes in equity

(DKK million)		Other reserves					
	Share capital	Foreign currency translation reserve	Hedging reserve	Retained earnings	William Demant Invest A/S' shareholder's share	Non-controlling interests' share	Equity
Equity at 1.1.2024	**4**	**23**	**15**	**25,021**	**25,063**	**5,083**	**30,146**
Comprehensive income in 2024:							
Profit for the year	-	-	-	1,115	1,115	1,296	2,411
Other comprehensive income:							
Foreign currency translation adjustment, subsidiaries	-	333	-	-	333	197	530
Other comprehensive income adjustments, associates	-	-	-	-75	-75	-	-75
Value adjustment of hedging instruments:							
Value adjustment, year	-	-	-45	-	-45	-36	-81
Value adjustment transferred to revenue	-	-	-3	-	-3	-2	-5
Actuarial gains/losses on defined benefit plans	-	-	-	-9	-9	-8	-17
Tax on other comprehensive income	-	-6	12	2	8	6	14
Other comprehensive income	**-**	**327**	**-36**	**-82**	**209**	**157**	**366**
Comprehensive income for the year	**-**	**327**	**-36**	**1,033**	**1,324**	**1,453**	**2,777**
Transactions with non-controlling interests	-	-	-	727	727	-2,134	-1,407
Capital increase	-	-	-	123	123	95	218
Other changes in equity	-	-	-	24	24	20	44
Equity at 31.12.2024	**4**	**350**	**-21**	**26,928**	**27,261**	**4,517**	**31,778**

Consolidated statement of changes in equity – continued

(DKK million)		Other reserves					
	Share capital	Foreign currency translation reserve	Hedging reserve	Retained earnings	William Demant Invest A/S' shareholder's share	Non-controlling interests' share	Equity
Equity at 1.1.2023	**4**	**94**	**39**	**23,062**	**23,199**	**4,659**	**27,858**
Comprehensive income in 2023:							
Profit for the year	-	-	-	-892	-892	978	86
Other comprehensive income:							
Foreign currency translation adjustment, subsidiaries	-	-72	-	-	-72	-111	-183
Other comprehensive income adjustments, associates	-	-	-	21	21	-	21
Value adjustment of hedging instruments:							
Value adjustment, year	-	-	27	-	27	19	46
Value adjustment transferred to revenue	-	-	-59	-	-59	-47	-106
Actuarial gains/losses on defined benefit plans	-	-	-	-11	-11	-8	-19
Tax on other comprehensive income	-	1	8	2	11	10	21
Other comprehensive income	**-**	**-71**	**-24**	**12**	**-83**	**-137**	**-220**
Comprehensive income for the year	**-**	**-71**	**-24**	**-880**	**-975**	**841**	**-134**
Transactions with non-controlling interests	-	-	-	678	678	-444	234
Capital increase	-	-	-	2,000	2,000	-	2,000
Other changes in equity	-	-	-	161	161	27	188
Equity at 31.12.2023	**4**	**23**	**15**	**25,021**	**25,063**	**5,083**	**30,146**

Notes to consolidated financial statements

Section 1

Operating activities and cash flow

1.1 Revenue

(DKK million)

Revenue by geographic region	2024	2023
Europe	12,314	11,312
North America	12,383	11,980
Asia	2,373	2,426
Pacific region	1,390	1,325
Other regions	827	811
Revenue	**29,287**	**27,854**

Consolidated revenue mainly derives from the sale of goods and is broken down by the customers' geographic region.

The ten largest single customers together account for around 11% (12% in 2023) of total consolidated revenue.

Revenue generated in Denmark is DKK 374 million (DKK 326 million in 2023).

Value adjustments transferred from equity relating to derivatives made for hedging foreign exchange risks on revenue amount to DKK 5 million (DKK 106 million in 2023).

(DKK million)

Revenue by business area	2024	2023
Hearing Care	9,932	9,083
Hearing Aids	10,022	10,036
Prosthetics, Bracing & Supports	5,896	5,415
Diagnostics	2,465	2,482
Other	972	838
Revenue	**29,287**	**27,854**

(DKK million)

Liabilities related to contracts with customers	2024	2023
Customer prepayments[1)]	188	237
Future performance obligations[1)]	1,428	1,189
Expected volume discounts and other customer-related items[2)]	459	483
Expected product returns[3)]	196	197
Contract liabilities with customers	**2,271**	**2,106**

[1] Included in deferred income.
[2] Included in other cost payables under Other liabilities.
[3] Included in product-related liabilities under Other liabilities

(DKK million)

Changes in contract liabilities with customers	2024	2023
Contract liabilities at 1.1.	**2,106**	**1,762**
Foreign currency translation adjustment	28	-16
Revenue recognised and included in the contract liability balance at 1.1.	-740	-701
Increases due to cash received, excluding amounts recognised as revenue during the year	871	808
Changes from expected volume discounts and other customer related items	-32	83
Changes from product returns	-7	28
Additions from acquisitions	45	142
Contract liabilities at 31.12.	**2,271**	**2,106**

1.1 Revenue – continued

Nature of goods and services
Control is normally transferred to the customer when the goods are shipped to the customer, though delivery terms can vary and control may be transferred at a later point in time.

When selling our products to customers, control is transferred and revenue recognised, when the product is delivered to the customer at a given point in time. For hearing aid is initially fitted to the user's specific hearing loss. In some countries, the users are granted a trial period. In such cases, the transfer of control occurs when the trial period expires.

In some countries, customers are given the right to return our products for a certain period. In such cases, the number of expected returns is estimated based on an analysis of historical return rates adjusted for any known factors impacting expectations for future return rates. Revenue and cost of goods sold are adjusted accordingly, and contract liabilities (refund liabilities) and rights to the returned goods (included in prepaid expenses) are recognised for the expected returns.

The Group's activities also involve delivery of various services, such as extended warranties, warranty-related coverages (loss and damage) and after-sales services (e.g. fine-tuning of the hearing aid, additional hearing tests and cleaning). Revenue from these services is recognised on a straight-line basis over the warranty or service period, as the user makes use of the service continuously. Some users purchase a battery package or are given batteries free of charge as part of the purchase of the hearing aid, entitling them to free batteries for a certain period. Revenue is recognised when the user receives the batteries or is given batteries free of charge as part of the purchase of the hearing aid. When available, an observable price to determine the stand-alone selling price for the separate performance obligations related to these services is used, and in countries where observable prices are not available, a cost-plus-margin method is used.

The standard warranty period for the Group's products varies between countries but is typically 12-24 months and for certain products or countries up to 48 months. The extended warranty covers periods beyond the standard warranty period or standard warranty terms. Payment terms vary significantly between countries and depend on whether the customer is a private or public customer.

The majority of the Group's products sold to end-users are invoiced and paid for after the initial accept, but some customers choose to have the products financed by us. The transaction price of such arrangements is adjusted for any significant financing benefit, and the financing component is recognised as financial income.

Accounting policies
Revenue recognition
Revenue is recognised when obligations under the terms of the contract with the customer are satisfied, which usually occurs with the transfer of control of our products and services. Revenue is measured at the consideration expected to be received in exchange for transferring goods and providing services net of the estimated discounts or other customer-related reductions.

Accounting estimates and judgements
Discounts, returns etc. (estimate)
Discounts, returns etc. (estimate)
Discounts, loyalty programmes and other revenue reductions are estimated and accrued when the related revenue is recognised. To make such estimates is a matter of judgement, as all conditions are not known at the time of sale, e.g. the number of units sold to a given customer or the expected utilisation of loyalty programmes. Sales discounts, rebates and loyalty programmes are adjusted, as better information on the likelihood that they will be realised and the value at which they are expected to be realised is obtained. Sales discounts and rebates are recognised under other cost payables as part of other liabilities, and loyalty programmes are recognised under deferred income.

Depending on local legislation and the conditions to which a sale is subject, some customers have the option to return purchased goods and obtain a refund. Based on historical return rates, an estimate is made of the number of expected returns, and a provision is recognised. This provision is updated, as returns are recognised, or when more accurate data on return rates is collected.

After-sales services (estimate)
After-sales services are provided to end-users of the Group's products and are based on estimates, as not all users make use of these services. The estimate is a matter of judgement and is based on the number of visits, the duration of an average user's visits and the expected number of users that make use of the after-sales services.

1.2 Employees

(DKK million)	Note	2024	2023
Employee costs			
Wages and salaries		10,723	9,853
Share-based remuneration		16	38
Defined contribution plans		266	236
Defined benefit plans	7.1	-	12
Social security costs etc.		1,401	1,213
Employee costs		**12,406**	**11,352**
Employee costs by function			
Production costs		1,875	1,707
R&D costs		1,175	1,131
Distribution costs		7,756	7,001
Administrative expenses		1,600	1,513
Employee costs		**12,406**	**11,352**
Average number of full-time employees		25,820	24,961
Remuneration to Executive Board included in employee costs:			
Wage and salary		6.5	6.1
Executive Board		**6.5**	**6.1**
Fees to Board of Directors		1.7	1.9

Remuneration of the Executive Board
The total remuneration of the Executive Board comprises:

- Wages and salaries consisting of base salary.
- A short-term incentive programme including a bonus scheme based on the development in the fair value of the net assets within William Demant Invest A/S and William Demant Foundation.

Remuneration of the Board of Directors
The remuneration of the Board of Directors comprises a fixed fee and is not incentive based.

In 2024, the basic remuneration of a member of the Parent's Board of Directors was DKK 250,000 (DKK 250,000 in 2023). The Chair of the Board of Directors receives three times the basic remuneration and the Deputy Chair one and a half time the basic remuneration.

Accounting policies
Employee costs comprise wages, salaries, social security contributions, annual and sick leave, bonuses and non-monetary benefits and are recognised in the year in which the associated services are rendered by the employees. Where William Demant Invest A/S provides long-term employee benefits, the costs are accrued to match the rendering of the service by the employees in question.

1.3 Amortisation, depreciation and impairment losses

(DKK million)	Note	2024	2023
Amortisation of intangible assets	3.1	321	275
Depreciation of property, plant and equipment	3.2	627	562
Depreciation of leased assets	3.3	933	859
Amortisation, depreciation and impairment losses		**1,881**	**1,696**
Amortisation, depreciation and impairment losses by function:			
Production costs		281	261
Research and development costs		85	100
Distribution costs		1,176	1,013
Administrative expenses		339	322
Amortisation, depreciation and impairment losses		**1,881**	**1,696**
Net gains from sale of assets		-	-16
Net gains from sale of assets		**-**	**-16**
Net gains from sale of assets by function:			
Administrative expenses		-	-16
Net gains from sale of assets		**-**	**-16**

For accounting policies on amortisation and depreciation, please refer to Note 3.1, Note 3.2 and Note 3.3.

1.4 Proposed dividend

The Board of Directors will at the annual general meeting propose not to distribute dividend for 2024.

1.5 Inventories

(DKK million)	2024	2023
Raw materials and purchased components	1,610	1,544
Work in progress	203	202
Finished goods and goods for resale	1,808	2,081
Inventories	**3,621**	**3,827**
Write-downs, provisions for obsolescence etc. included in the above	227	187
Included in the income statement under production costs:		
Write-downs of inventories for the year, net	112	64
Cost of goods sold for the year	6,168	6,119

Inventories of DKK 79 million (DKK 69 million in 2023) are expected to be sold or used in production after more than 12 months.

Write-downs for the year are shown net, as breakdown into reversed write-downs and new write-downs is not possible.

Accounting policies

Raw materials, components and goods for resale are measured at cost according to the FIFO principle (according to which the most recently purchased items are considered to be in stock) or at their net realisable value, whichever is lower.

Group-manufactured finished goods and work in progress are measured at the value of direct cost, direct payroll costs, consumables and a proportionate share of indirect production costs, which are allocated on the basis of the normal capacity of the production facility. Indirect production costs include the proportionate share of capacity costs directly relating to Group-manufactured goods and work in progress.

The net realisable value of inventories is calculated as the estimated selling price less costs of completion and costs to sell.

Accounting estimates and judgements

Indirect production cost (significant judgement)

Indirect production cost allocations to inventory are based on relevant judgements related to capacity utilisation at the production facility, production time and other product-related factors. The judgements are reviewed regularly to ensure that inventories are measured at their actual production cost. Changes in judgements may affect gross profit margins as well as the valuation of work in progress, finished goods and goods for resale.

Obsolescence provision (estimate)

The obsolescence provision for inventories is based on the expected sales forecast for the individual types of hearing devices, diagnostic equipment, hearing implants, communication devices and prosthetics equipment. Sales forecasts are based on Management's expectations of market conditions and trends, and the obsolescence provision is subject to changes in these assumptions.

1.6 Trade receivables

Credit risk

(DKK million)	Balance not due	0-3 months overdue	3-6 months overdue	6-12 months overdue	More than 12 months overdue	Total carrying amount
2024						
Gross carrying amount	3,290	1,003	240	190	437	5,160
Specific loss allowance	-27	-46	-32	-31	-176	-312
General loss allowance	-14	-13	-4	-7	-22	-60
Total	**3,249**	**944**	**204**	**152**	**239**	**4,788**
Expected loss rate	1.2%	5.9%	15.0%	20.0%	45.3%	7.2%
2023						
Gross carrying amount	3,308	1,042	261	166	380	5,157
Specific loss allowance	-19	-62	-44	-36	-191	-352
General loss allowance	-16	-13	-5	-6	-29	-69
Total	**3,273**	**967**	**212**	**124**	**160**	**4,736**
Expected loss rate	1.1%	7.2%	18.8%	25.3%	57.9%	8.2%

The opening balance of trade receivables in 2023 amounted to DKK 4,605 million.

Of the total amount of trade receivables, DKK 308 million (DKK 298 million in 2023) is expected to be collected after 12 months. For information on security and collateral, please refer to Credit risks in note 4.1.

(DKK million)	2024	2023
Allowance for impairment		
Allowance for impairment at 1.1.	-421	-362
Foreign currency translation adjustments	-3	3
Realised during the year	103	71
Additions during the year	-129	-150
Reversals during the year	70	17
Transfer to assets held for sale	8	-
Allowance for impairment at 31.12.	**-372**	**-421**

Accounting policies

Trade receivables and contract assets are measured at amortised costs less expected lifetime credit losses.

For trade receivables, the Group has a simplified approach to determining the expected credit loss. The allowance for credit loss is measured through a provision matrix. To measure the expected credit loss, trade receivables have been grouped based on shared credit risk and the number of days that have passed after the due date. Allowances have also been made for trade receivables not due. For trade receivables that are considered credit-impaired, the expected credit loss is determined on an individual basis.

Accounting estimates and judgements

Impairment of receivables (estimate)
The Group has historically incurred insignificant losses on trade receivables and contract assets.

Allowance for impairment is calculated for trade receivables. The allowance is determined as expected credit losses based on an assessment of the debtor's ability to pay. These assessments are made by local management for uniform groups of debtors based on a maturity analysis. When indicated by special circumstances, impairments are made for individual trade receivables.

1.7 Customer loans

(DKK million)	2024	2023
Non-current customer loans	519	477
Current customer loans	155	191
Total customer loans	**674**	**668**
Allowance for impairment		
Allowance for impairment at 1.1.	-62	-33
Foreign currency translation adjustments	-3	-
Realised during the year	14	-
Additions during the year	-49	-32
Reversals during the year	16	3
Allowance for impairment at 31.12.	**-84**	**-62**

Group internal credit rating

2024		Expected credit loss rate	Gross carrying amount	Carrying amount
Performing	12-month expected credit loss	0.3%	588	586
Underperforming	Lifetime expected credit loss	48.2%	170	88
Total customer loans			**758**	**674**

2023				
Performing	12-month expected credit loss	0.4%	551	549
Underperforming	Lifetime expected credit loss	33.5%	179	119
Total customer loans			**730**	**668**

Accounting policies

Customer loans are initially recognised at fair value less transaction costs and are subsequently measured at amortised costs less loss allowance or impairment losses. Any difference between the nominal value and the fair value of the loans at initial recognition is treated as prepaid discount on future sales to the customer and is recognised in the income statement as a reduction of revenue when the customer purchases goods from the Group.

The fair value of customer loans at initial recognition is measured as the present value of future repayments on the loan discounted at a market interest rate. The effective interest on customer loans is recognised as financial income in the income statement over the term of the loans.

A loss allowance is recognised on initial recognition and subsequently based on a 12-month expected credit loss model. If a significant increase in the credit risk has arisen since the initial recognition of the loan, a loss allowance based on expected lifetime credit loss is provided.

Accounting estimates and judgements

Accounting treatment (judgement) and impairment (estimate) of loans

The Group provides sales-related financing in the form of loans to some of its customers and business partners. These customer loan arrangements are complex, cover several aspects of the customer relationship and may vary from agreement to agreement.

Management assesses the recognition and classification of income and expenses for each of these agreements, including whether the agreement represents a discount on future sales (judgement). Management also assesses whether there is an indication of impairment based on current economic market conditions and changes in customer's payment behaviour (estimate).

1.8 Specification of non-cash items etc.

(DKK million)	2024	2023
Amortisation and depreciation	1,881	1,696
Share of profit after tax, associates	-342	930
Gain on sale of intangible assets and property, plant and equipment	-	10
Provisions	26	94
Exchange rate adjustments	-34	-50
Employee salary share arrangement	44	64
Step-up gains[1)]	-13	-27
Non-cash on special items	-124	-
Other non-cash items	13	-38
Non-cash items etc.	**1,451**	**2,679**

[1] Excluding the step-up gain presented in special items in the income statement.

1.9 Specification of special items

(DKK million)	2024	2023
Step-up gain on acquisition	324	-
Adjustment of management judgement related to deferred payments	-200	-
Special items, net	**124**	**-**

In 2024, the Group recognised as special items two significant, non-operational and non-cash items of DKK 124 million net. The positive impact of DKK 324 million relates to a step-up gain from the acquisition of Fuel Medical Group. This was partly offset by the adjustment of a judgement related to the accounting treatment of deferred payments of DKK 200 million in respect of a prior-year acquisition.

Impact of special items on consolidated income statement

(DKK million)	2024			2023		
	Reported	Special items	Adjusted[1]	Reported	Special items	Adjusted[1]
Revenue	29,287	-	29,287	27,854	-	27,854
Production costs	-7,673	-	-7,673	-7,464	-	-7,464
Gross profit	**21,614**	**-**	**21,614**	**20,390**	**-**	**20,390**
R&D costs	-1,796	-	-1,796	-1,612	-	-1,612
Distribution costs	-12,637	124	-12,513	-11,733	-	-11,733
Administrative expenses	-1,927	-	-1,927	-1,779	-	-1,779
Share of profit after tax, associates	342	-	342	-930	-	-930
Operating profit (EBIT)	**5,596**	**124**	**5,720**	**4,336**	**-**	**4,336**
Special items	124	-124	-	-	-	-
Operating profit (EBIT)	**5,720**	**-**	**5,720**	**4,336**	**-**	**4,336**
Financial income	204	-	204	406	-	406
Financial expenses	-2,017	-	-2,017	-2,585	-	-2,585
Profit before tax	**3,907**	**-**	**3,907**	**2,157**	**-**	**2,157**

[1] 'Reported' is the figures reported in the income statement, while 'Adjusted' illustrates what the figures would have been, if the special items had not been presented as such in the income statement.

Accounting policies

Special items are used in the presentation of consolidated income statement for the year to distinguish consolidated operating profit from significant non-recurring income and expenses from extraordinary items of a non-operational nature. Special items are shown separately from the Group's operating activities to facilitate a better understanding of the Group's performance and are presented on a net basis.

Accounting estimates and judgements

Presentation of items as special (judgement)

Management exercises judgement to ensure that only significant non-recurring income and expenses from items of a non-operational nature are included.

Adjustment to deferred payments (estimate)

Adjustments of judgements related to deferred payments include accounting estimates.

Section 2

Exchange rates and hedging

2.1 Exchange rate risk policy

The Group has cash flow in foreign currencies due to its international operations, which exposes the Group to fluctuations in exchange rates. Hedging against exchange rate exposures ensures greater predictability in profit. The exposure of the Group mainly come from Demant Group, which manufactures most of its products at the production facilities in Poland and also distributes them from these facilities.

The general principle is to consolidate exchange rate risks at Group level, with the local entities being invoiced in their functional currencies.

The currencies that mainly contribute to the Group's exchange rate risks are US dollars, British pound, Polish zloty Canadian dollars and Australian dollars. The aim of the Group's hedging policy is to reduce the Group's exposure to exchange rate fluctuations, mainly by entering into forward exchange contracts to mitigate the Group's risks related to the impact that exchange rate fluctuations have on consolidated earnings for up to 18 months rolling forward.

Hedging is done in accordance with the Group's policy to maintain adequate hedging of the Group's material exposure to exchange rate fluctuations. It is the Group's policy to exclusively hedge financial risks arising from our commercial activities and not to undertake any financial transactions of a speculative nature. Cash flow hedging is undertaken to the extent possible to mitigate any negative effects of adverse developments in exchange rates on the consolidated operating results. Furthermore, the Group seeks to balance the on-balance net exposure in its main trading currencies.

Due to the fixed exchange rate policy towards the euro in Denmark, the risk associated with exposure to fluctuations in this currency is considered to be limited and is not hedged.

The Group does not hedge translation risks associated with the consolidation of Group accounts.

2.2 Sensitivity analysis in respect of exchange rates

Effect on EBIT, 5% positive change in exchange rates[1)]

(DKK million)	2024	2023
USD	+88	+104
GBP	+41	+50
CAD	+20	+10
AUD	+13	+29
PLN	-36	-33

Effect on equity, 5% positive change in exchange rates

(DKK million)	2024	2023
USD	+66	+67
GBP	+35	+61
CAD	+18	+26
AUD	+11	+10
PLN	-37	-35

[1] Estimated on a non-hedged basis, i.e. the total annual exchange rate effect, excluding forward exchange contracts.

The tables show the impact on the year's operating profit (EBIT) and consolidated equity, given a change of 5% in the exchange rates with the highest exposures.

The exchange rate impact on EBIT is calculated based on the Group's EBIT for each currency and does not include the possible exchange rate impact on balance sheet values in those currencies.

2.3 Hedging and forward exchange contracts

Cash flow hedging
Open forward exchange contracts at the balance sheet date, which are entered to hedge future cash flows, are specified as shown in the table, with contracts for the sale of currency being shown at negative contract values. The expiry dates reflect the periods during which the hedged cash flows are expected to be realised.

Realised forward exchange contracts, which are entered to hedge future cash flows, are recognised in the income statement together with revenue in foreign currencies that such contracts are designed to hedge. In 2024, the Group realised a gain of DKK 5 million (DKK 106 million in 2023) on forward exchange contracts, which increased the reported revenue for the year. The Group's forward exchange contracts were effective in 2024 and 2023.

Accounting policies
On initial recognition, derivatives are measured at fair value at the settlement date. After initial recognition, derivatives are measured at fair value at the balance sheet date. Any positive or negative fair values of derivatives are recognised as separate items on the balance sheet as unrealised gains/losses on financial contracts. Forward exchange contracts are measured based on current market data and by means of commonly recognised valuation methods. Please refer to Note 4.5.

Any changes in fair values of derivatives classified as hedging instruments and satisfying the criteria for hedging the fair value of a recognised asset or a recognised liability are recognised in the income statement together with any changes in the fair value of the hedged asset or hedged liability. Any changes in fair values of derivatives classified as hedging instruments and satisfying the criteria for effective hedging of future transactions are recognised in other comprehensive income. The ineffective portion is recognised directly in the income statement. On realisation of the hedged transactions, the accumulated changes are recognised together with the related transactions.

Derivatives not fulfilling the conditions for treatment as hedging instruments are considered trading investments and measured at fair value, with fair value adjustments being recognised on an ongoing basis in the income statement.

Forward exchange contracts

(DKK million)	Expiry	Hedging period[1]	Average hedging rate	Contractual value	Fair value	Positive fair value at year-end	Negative fair value at year-end
2024							
USD	2025	11 months	675	-1,356	-64	-	64
AUD	2025	10 months	452	-212	5	5	-
GBP	2025	11 months	865	-553	-15	-	15
CAD	2025	10 months	498	-463	3	3	-
JPY	2025	10 months	4.64	-79	1	1	-
PLN	2025	10 months	169	772	16	16	-
EUR	2025	12 months	781	-273	11	11	-
				-2,164	**-43**	**36**	**79**
2023							
USD	2024	10 months	676	-1,216	15	18	3
AUD	2024	11 months	447	-239	-5	-	5
GBP	2024	10 months	844	-523	-3	1	4
CAD	2024	10 months	504	-413	-2	1	3
JPY	2024	11 months	5	-95	1	2	1
PLN	2024	9 months	161	711	36	36	-
EUR[2]	2024	12 months	742	893	1	1	-
EUR	2024	12 months	762	-223	-3	1	4
				-1,105	**40**	**60**	**20**

[1] Hedging periods represent the estimated periods for which the exchange rate exposure of a relative share of the net flow in a currency will be covered by forward exchange contracts.
[2] Forward exchange contracts in euros hedged a fixed committed financial loan.

Section 3

Assets base

3.1 Intangible assets

	2024					2023				
(DKK million)	**Goodwill**	**Patents and licences**	**Other intangible assets**	**Assets under develop-ment[1]**	**Total intangible assets**	**Goodwill**	**Patents and licences**	**Other intangible assets**	**Assets under develop-ment[1]**	**Total intangible assets**
Cost at 1.1.	**22,826**	**246**	**2,414**	**332**	**25,818**	**21,909**	**232**	**2,291**	**260**	**24,692**
Foreign currency translation adjustments	489	13	57	16	575	-212	-3	-28	-6	-249
Additions during the year	-	15	150	152	317	-	25	112	145	282
Additions relating to acquisitions	2,550	13	247	-	2,810	1,128	-	58	1	1,187
Disposals during the year	-1	-	-158	-	-159	-	-8	-113	-	-121
Adjustment of management judgement related to deferred payments	-200	-	-	-	-200	-	-	-	-	-
Transferred to/from other items	-	11	244	-233	22	1	-	76	-68	9
Transferred to assets held for sale	-417	-	-88	-	-505	-	-	18	-	18
Cost at 31.12.	**25,247**	**298**	**2,866**	**267**	**28,678**	**22,826**	**246**	**2,414**	**332**	**25,818**
Amortisation at 1.1.	**-**	**-91**	**-1,170**	**-**	**-1,261**	**-**	**-87**	**-1,000**	**-**	**-1,087**
Foreign currency translation adjustments	-	-4	-26	-	-30	-	2	18	-	20
Amortisation for the year	-	-17	-306	-	-323	-	-14	-277	-	-291
Disposals during the year	-	-	158	-	158	-	8	109	-	117
Transferred to/from other items	-	-	-8	-	-8	-	-	-9	-	-9
Transferred to assets held for sale	-	-	59	-	59	-	-	-11	-	-11
Amortisation at 31.12.	**-**	**-112**	**-1,293**	**-**	**-1,405**	**-**	**-91**	**-1,170**	**-**	**-1,261**
Carrying amount at 31.12.	**25,247**	**186**	**1,573**	**267**	**27,273**	**22,826**	**155**	**1,244**	**332**	**24,557**

[1] Prepayments are included in assets under development.

3.1 Intangible assets – continued

Accounting policies
On initial recognition, goodwill is recognised and measured as the difference between the acquisition cost – including the value of non-controlling interests in the acquired enterprise and the fair value of any existing investment in the acquired enterprise – and the fair values of the acquired assets, liabilities and contingent liabilities. Please refer to Accounting policies in Note 6.1.

On recognition, goodwill is allocated to corporate activities that generate independent payments (cash-generating units). The definition of a cash-generating unit is in line with the Group's managerial structure as well as the internal financial management reporting.

Goodwill is not amortised but is tested for impairment at least once a year. If the recoverable amount of a cash-generating unit is lower than the carrying amounts of property, plant and equipment and intangible assets, including goodwill, attributable to the particular cash-generating unit, the particular assets will be written down.

Patents and licences acquired from third parties are measured at cost less accumulated amortisation and impairment losses. Patents and licenses are amortised on a straight-line basis over their estimated useful lives.

Other intangible assets consist of software, other rights than patents and licenses and other intangible assets acquired in connection with business combinations, primarily brand value, customer relationships and non-compete agreements.

Other intangible assets are measured at cost less accumulated amortisation and impairment losses. Other intangible assets are amortised on a straight-line basis over their estimated useful lives, except for other rights which are not amortised, as the residual value of other rights is considered to exceed the cost price and is instead tested annually for impairment. Please refer to Note 3.5.

Assets under development include internally developed IT systems. Assets under development are measured at cost, which include direct salaries, consultant fees and other direct costs attributable to the development of such assets. Assets under development are not amortised, as the assets are not available for use.

Patents and licenses	5-50 years
Software	2-10 years
Brand value	5-10 years
Customer relationships	4-10 years
Non-compete agreements	For the duration of the agreement

Accounting estimates and judgements
Product development (judgement)
It is Management's opinion that the product development undertaken by the Group today cannot meaningfully be allocated to either the development of new products or the further development of existing products. Moreover, as the products are subject to approval by various authorities, it is difficult to determine the final completion of new products. Consequently, development costs are expensed as incurred, as the criteria for capitalisation are not considered to be met.

3.2 Property, plant and equipment

(DKK million)	2024 Land and buildings	2024 Plant and machinery	2024 Other plant, fixtures and operating equipment	2024 Leasehold improve-ments	2024 Assets under construc-tion[1]	2024 Total property, plant and equipment	2023 Land and buildings	2023 Plant and machinery	2023 Other plant, fixtures and operating equipment	2023 Leasehold improve-ments	2023 Assets under construc-tion[1]	2023 Total property, plant and equipment
Cost at 1.1.	**1,384**	**1,004**	**1,972**	**1,782**	**225**	**6,367**	**1,296**	**1,113**	**1,900**	**1,526**	**220**	**6,055**
Foreign currency translation adjustments	21	31	24	3	2	81	6	2	-2	-1	12	17
Additions during the year	9	107	247	312	113	788	20	112	251	300	187	870
Additions relating to acquisitions	-	4	14	11	-	29	8	10	22	15	-	55
Disposals during the year	-1	-48	-135	-21	-11	-216	-60	-272	-215	-72	-3	-622
Transferred to/from other items	4	98	-7	14	-127	-18	114	39	16	14	-191	-8
Transferred to assets held for sale	-	-	-56	-2	-4	-62	-	-	-	-	-	-
Cost at 31.12.	**1,417**	**1,196**	**2,059**	**2,099**	**198**	**6,969**	**1,384**	**1,004**	**1,972**	**1,782**	**225**	**6,367**
Depreciation and impairment losses at 1.1.	**-246**	**-560**	**-1,358**	**-928**	**-**	**-3,092**	**-278**	**-684**	**-1,349**	**-794**	**-**	**-3,105**
Foreign currency translation adjustments	-8	-21	-16	6	-	-39	-	2	3	2	-	7
Depreciation for the year	-30	-158	-225	-212	-	-625	-28	-147	-216	-185	-	-576
Disposals during the year	1	47	119	19	-	186	58	263	202	51	-	574
Transferred to/from other items	-	-1	1	-	-	-	2	6	2	-2	-	8
Transferred to assets held for sale	-	-	43	2	-	45	-	-	-	-	-	-
Depreciation and impairment losses at 31.12.	**-283**	**-693**	**-1,436**	**-1,113**	**-**	**-3,525**	**-246**	**-560**	**-1,358**	**-928**	**-**	**-3,092**
Carrying amount at 31.12.	**1,134**	**503**	**623**	**986**	**198**	**3,444**	**1,138**	**444**	**614**	**854**	**225**	**3,275**

[1] *Prepayments are included in assets under construction.*

3.2 Property, plant and equipment – continued

Accounting policies
Property, plant and equipment are recognised at cost less accumulated depreciation and impairment losses. Cost is defined as the acquisition price and costs directly relating to the acquisition until the point in time when the particular asset is ready for use. For assets produced by the Group, cost includes all costs directly attributable to the production of such assets, including materials, components, sub-supplies and payroll.

If the acquisition or the use of an asset requires the Group to defray costs for the demolition or restoration of such asset, the calculated costs hereof are recognised as a provision and as part of the cost of the particular asset, respectively.

Assets consisting of various elements will be depreciated separately if their useful lives are not the same. Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Land is not depreciated.

Buildings	25-50 years
Technical installations	2-10 years
Plant and machinery	3-10 years
Plant and machinery	20-25 years
Other plant, fixtures and operating equipment	3-10 years
IT hardware and software	2-5 years
Leasehold improvements	Up to 10 years

Accounting estimates and judgements
Useful life and residual value (estimate)
The depreciation basis is cost less the estimated residual value of an asset after the end of its useful life. The residual value is the estimated amount, which could after deduction of costs to sell be obtained through the sale of the asset today, such asset already having the age and being in the state of repair expected after the end of its useful life. The residual value is determined at the time of acquisition and is reviewed annually. If the residual value exceeds the carrying amount, depreciation will be discontinued.

Depreciation methods, useful lives and residual values are reviewed annually. Property, plant and equipment are written down to their recoverable amounts, if these are lower than their carrying amounts.

3.3 Leases

(DKK million)	2024	2023
Lease assets at 1.1.	**3,448**	**3,215**
Foreign currency translation adjustments	7	-15
Additions during the year	1,022	1,030
Additions relating to acquisitions	163	142
Disposals during the year	-70	-54
Depreciations during the year	-943	-870
Transferred to assets held for sale	-22	-
Lease assets at 31.12.	**3,605**	**3,448**

(DKK million)	2024	2023
Lease liabilities at 1.1.	**3,625**	**3,404**
Foreign currency translation adjustments	12	-27
Additions during the year	1,022	1,035
Additions relating to acquisitions	163	142
Covid-19-related rent concessions	-	-6
Disposals during the year	-57	-42
Payments	-1,041	-983
Interest	115	102
Transferred to liabilities related to assets held for sale	-23	-
Lease liabilities at 31.12.	**3,816**	**3,625**
Current lease liabilities	848	796
Non-current lease liabilities	2,968	2,829
Amounts recognised in the income statement:		
Variable lease payments	34	33
Short-term lease expenses	50	46
Low-value assets	8	6

Approx. 96% of the Group's leases consist of property agreements. The lease terms can be up to twenty years but are normally up to ten years and may contain extension and termination options. The carrying amounts of vehicles and other equipment is DKK 162 million (DKK 148 million in 2023). Management exercises significant judgement in determining whether it is reasonably certain that these extension and termination options will be exercised.

Accounting policies

Lease assets

Lease assets and liabilities are recognised in the balance sheet at the commencement date of the contract, if it is or contains a lease. Lease assets are recognised at cost less accumulated depreciation and impairment.

Cost is defined as the lease liability adjusted for any lease payments made at or before the commencement date. Lease assets are depreciated on a straight-line basis over the lease term.

Lease liabilities

Lease liabilities are measured at the present value of future payments, using the interest rate implicit in the lease agreement. Lease payments are discounted, using the Group's incremental borrowing rate adjusted for the functional currencies and length of the lease term, if the implicit interest rate in the lease agreement cannot be determined.

Lease payments contain fixed payments less any lease incentives receivable, variable lease payment that depend on an index or a rate as well as payments of penalties for terminating the lease, if the terms of the lease warrants that the Group exercises that option.

The lease liability is remeasured if or when the future payment or lease term changes. Any net remeasurement of the lease liability is recognised as an adjustment to the lease asset. If the carrying amount of the lease asset is reduced to zero, the adjustment will be recognised in the income statement.

Additional information

Short-term lease expenses, low-value assets and variable lease payments are classified as operating expenses in the income statement.

Please refer to Note 4.4 for a maturity analysis of the lease liabilities.

3.3 Leases – continued

Accounting estimates and judgements

Lease term (judgement)

The lease term is the period during which the lease contract is enforceable. If the original expiry date of a lease contract has passed, typically in the case of property leases, but the contract continues without a determined expiry date, the lease term is set for an estimated period during which the lease contract is expected to be enforceable. This assessment is based on Management's judgement and takes into consideration the location of the lease, capitalised leasehold improvements and the experience with similar leases for the specific area.

Extension and termination options (significant judgement)

When determining the lease term for lease agreements containing extension and termination options, Management considers circumstances that create a financial incentive to exercise an extension option or not to exercise a termination option. Extension and termination options are only included in the lease term if it is reasonably certain that a lease will be extended/terminated.

3.4 Other non-current assets

	2024					2023				
				Other receivables					Other receivables	
(DKK million)	Investments in associates	Receivables from associates	Other investments	Customer loans	Other	Investments in associates	Receivables from associates	Other investments	Customer loans	Other
Cost at 1.1.	**10,749**	**268**	**3,062**	**526**	**237**	**9,827**	**369**	**2,963**	**587**	**168**
Foreign currency translation adjustments	24	10	-	24	13	-15	-1	-	-17	-1
Additions during the year	166	26	-	285	61	498	73	646	136	64
Additions relating to acquisitions	8	-	-	-	4	15	-	5	-	15
Disposals related to step-up acquisition of associates	-383	-	-	-	-	-79	-28	-	-	-
Disposals, repayments etc. during the year	-68	-34	-	-129	-70	-	-145	-3	-69	-9
Transferred to current assets	-	-68	-	-113	48	-	-	-	-111	-
Transferred to/from other items	-1,129	-	-	-	-	503	-	-549	-	-
Cost at 31.12.	**9,367**	**202**	**3,062**	**593**	**293**	**10,749**	**268**	**3,062**	**526**	**237**
Value adjustments at 1.1.	**2,162**	**9**	**31**	**-49**	**-36**	**4,434**	**2**	**-250**	**-21**	**-57**
Foreign currency translation adjustments	-4	-	-	-3	-1	4	-	-	1	1
Share of profit after tax[1]	285	-	-	-	-	-930	-	-	-	-
Dividends received	-183	-	-	-	-	-201	-	-	-	-
Disposals relating to step-up acquisitions of associates	56	-	-	-	-	-3	-	-	-	-
Disposals during the year	-	-	-	11	-	-	-	-	-	5
Provisions during the year	-	-	-	-49	-	-	-	-	-31	-
Recovered during the year	-	-	-	16	-	-	-	-	2	-
Fair value adjustments	-	-	-686	-	-	-	-	235	-	-
Impairment during the year	-31	-	-	-	-	-1,161	-	-	-	-
Other adjustments	-69	-18	-5	-	-8	19	7	-	-	15
Transferred to/from other items	1,129	-	-	-	-	-	-	46	-	-
Value adjustments at 31.12.	**3,345**	**-9**	**-660**	**-74**	**-45**	**2,162**	**9**	**31**	**-49**	**-36**
Carrying amount at 31.12.	**12,712**	**193**	**2,402**	**519**	**248**	**12,911**	**277**	**3,093**	**477**	**201**

[1] *Excluding gain from the sale of an associate recognised in the income statement.*

3.4 Other non-current assets - continued

Information of individually material associates

(DKK million)	Jeudan 2024	Jeudan 2023	Vitrolife 2024	Vitrolife 2023
Key financial figures (100% share)				
Revenue	1,709	1,717	2,386	2,309
Depreciations and amortisations	25	18	292	279
Financial income	27	14	-	-
Financial expenses	965	2,171	71	81
Tax expenses	30	-234	104	92
Profit for the year	113	-828	342	-2,567
Other comprehensive income	-	-	354	130
Comprehensive income	113	-828	696	-2,436
Dividends paid to William Demant Invest A/S during the year	70	70	25	22
Balance sheet items (100% share)				
Non-current assets	36,370	35,952	9,800	9,684
Cash	77	28	737	578
Current assets	664	643	1,531	1,285
Non-current financial liabilities[1)]	20,651	20,439	1,253	1,282
Non-current liabilities	23,376	23,134	2,013	2,025
Current financial liabilities[1)]	977	686	104	122
Current liabilities	1,399	1,148	458	398
Equity	12,259	12,312	8,860	8,546
Reconciliation to the carrying amount				
Proportion of the Group's ownership interest in the associate	42.0%	42.0%	28.7%	28.7%
Goodwill	160	160	1,529	1,581
Carrying amount of the Group's interest in the associate	5,304	5,326	4,070	4,031

[1] Included in non-current and current liabilities, respectively. Financial liabilities consists of borrowings, deposits and lease liabilities.

Transactions with associates

Under the provisions of contracts concluded with associates, the Group is not entitled to receive dividends from certain associates. This is reflected in the profit included in the income statement, as no profit is recognised if the Group is not entitled to receive dividends.

Accounting policies

Investments in associates are recognised and measured using the equity method, i.e. investments are recognised in the balance sheet at the proportionate share of the equity value determined in accordance with the Group's accounting policies after the deduction and addition of proportionate intra-group gains and losses, respectively, and after the addition of the carrying amount of any goodwill. The proportionate shares of profit after tax in associates are recognised in the income statement after the year's changes in unrealised intra-group profits less any impairment loss relating to goodwill.

The proportionate shares of all transactions and events, which have been recognised in other comprehensive income in associates, are recognised in the consolidated other comprehensive income. On the acquisition of interests in associates, the acquisition method is applied.

Transactions with associates (DKK million)	2024	2023
Revenue from sales	289	645
Royalties and paid licence fee, net	20	12
Purchased materials and other fees	-	11
Dividends received	183	200
Interest income	19	24

Aggregate information of associates that are not individually material (DKK million)	2024	2023
Revenue	1,067	1,136
Profit for the year	197	153
Comprehensive income	197	153
Carrying amount of the Group's interest in the associate	3,338	3,554

3.5 Impairment testing

Impairment testing is carried out for the Group's three cash-generating units: (1) Prosthetics, Bracing & Supports, (2) Radiotherapy and (3) Hearing Healthcare. Based on the impairment tests performed, a material excess value was identified in each cash-generating unit, compared to the carrying amount, for which reason no impairment of goodwill was made at 31 December 2024. This conclusion is supported by the fact that the market capitalisations of Demant A/S and Embla Medical hf. on Nasdaq Copenhagen by far exceeds the equity value of the companies.

The impairment testing is performed as a test of the value in use, including a five-year budget/projection period from 2025-2029.

Future cash flows are based on the budget for 2025, on strategy plans and on projections hereof. Projections extending beyond 2025 are based on general parameters, such as expected market growth, selling prices and profitability assumptions.

The market growth rate in the non-invasive orthopaedics, radiation oncology and the hearing aid industry is predominantly determined by the following factors:

Prosthetics, Bracing & Supports

- Growth in emerging markets due to increased utilisation of prosthetic solutions in the markets, better healthcare coverage and increasing disposable income.
- Increased utilisation of higher quality prosthetics.
- Increasing share of elderly with more active lifestyles.

Radiotherapy

- Surface Guided Radiation Therapy (SGRT) becoming standard of care in all major markets driving market growth and increased penetration.
- Vision RT is the clear market leader and SGRT innovator with 80-95% market shares in key geographies.
- Growing demographics and an increasing share of elderly in the population driving demand for cancer care treatment and SGRT.

Hearing Healthcare

- Growing demographics and an increasing share of elderly in the population driving stable volume growth in the hearing aid market.
- Increased penetration rates of hearing healthcare solutions due to increased awareness, higher affluence and improved availability.
- Expansion of diagnostic instruments and services across the world.

Sensitivity calculations show that even a significant increase in the discount rates or a significant reduction of the growth assumptions will not change the outcome of the impairment tests. Apart from goodwill, all intangible assets have limited useful lives.

The goodwill allocation per cash-generating unit is presented in the table. The terminal values for the period after 2029 and the discount rates used in the impairment tests for the four cash-generating units are based on the growth assumptions in the table.

	2024			2023		
(DKK million)	**Terminal growth rate**	**WACC**	**Carrying amount goodwill**	**Terminal growth rate**	**WACC**	**Carrying amount goodwill**
Prosthetics, Bracing & Supports	2.5%	9.8% - 10.2%	8,442	2.5%	10.3% - 11.1%	7,627
Radiotherapy	2.0%	9.2%	2,951	2.0%	9.5%	2,818
Hearing Healthcare	2.0%	8.0%	13,854	2.0%	8.0%	11,964
Communications[1)]	-	-	-	2.0%	12.0%	417
			25,247			**22,826**

[1] In 2024, the Communications business was classified as held for sale. Please refer to Note 6.2.

3.5 Impairment testing – continued

Accounting estimates and judgements

Cash-generating units (judgements)

Impairment testing is carried out annually on preparation of the annual report or on indication of impairment in which discounted values of future cash flows are compared with carrying amounts. In Hearing Healthcare, the Group enterprises cooperate closely on R&D, purchasing, production, marketing and sale, as the use of resources in the individual markets is coordinated and monitored by Management in Denmark. Group enterprises are thus highly integrated. Any business activity that largely acts with autonomy in relation to the Group and whose profitability can be measured independently of the other activities constitutes a separate cash-generating unit. Management therefore considers it most appropriate to separate the activities into three cash-generating units, Prosthetics, Bracing & Supports, Radiotherapy and Hearing Healthcare for which impairment testing is carried out.

Accounting policies

The carrying amounts of property, plant and equipment and intangible assets with definite useful lives as well as investments in associates are reviewed at the balance sheet date to determine whether there are indications of impairment. If so, the recoverable amount of the particular asset is calculated to determine the need for impairment, if any. The recoverable amounts of goodwill and other intangible assets with indefinite useful lives will be estimated, whether or not there are indications of impairment.

The recoverable amount is estimated for the smallest cash-generating unit of which the asset is part. The recoverable amount is determined as the higher of the fair value of the asset or cash-generating unit less costs to sell and the value in use of such asset or unit. On determination of the value in use, estimated future cash flows will be discounted to their present values using a discount rate that reflects partly current market valuations of the time value of money, and partly the special risks attached to the particular asset or cash-generating unit for which no adjustment has been made in the estimated future cash flows. If the recoverable amount of a particular asset or cash-generating unit is lower than its carrying amount, such asset or unit is written down to its recoverable amount.

Impairment losses are recognised in the income statement. On any subsequent reversal of impairment losses due to changes in the assumptions on which the calculation of the recoverable amount is based, the carrying amount of an asset or cash-generating unit is increased to the adjusted estimate of the recoverable amount, however not exceeding the carrying amount of the asset or cash-generating unit, had the particular asset or cash-generating unit not been written down. Impairment of goodwill is not reversed.

Section 4

Capital structure and financial management

4.1 Financial risk management and capital structure

Policies relating to financial risk management

Financial risk management focuses on identifying risks related to changes in the financial markets and to customers' propensity to pay for products and services.

Management monitors the financial risks of the Company to ensure that these remain well-balanced. Financial risks are managed by Treasury departments in our respective business areas, which are responsible for securing attractive funding under the prevailing market conditions and for monitoring and mitigating risks related to liquidity, interest rates and exchange rates. Risks related to counterparties are managed in the individual markets.

Capital structure, funding and liquidity

The Group remains a highly cash-generating Group with a strong balance sheet. The Group continuously adapts its capital structure to the prevailing market conditions to secure attractive financing. We secure funding based on a strong commitment by our banks to provide longer-term bank facilities. To mitigate potential liquidity and refinancing risks, the Group has secured considerable undrawn committed credit facilities.

Interest rate risks

Due to an increasing debt level as well as marginally increasing interest rates during the year, our financial expenses increased in 2024. Furthermore, credit spreads and debt margins increased in the financial markets due to higher capital requirements imposed on the banks.

The Group seeks to maintain a balanced mix between fixed and floating rate debt. The Group's net interest-bearing debt (NIBD) amounted to DKK 22,671 million at 31 December 2024.

Exchange rate risks

The Group is exposed to exchange rate risks, as it trades with counterparties in a number of countries, and as it has cash flows in different currencies. It is therefore important to adequately balance foreign exchange rate risks to avoid unexpected adverse impacts on the Group's financial performance.

The majority of Group companies transact mainly in local currencies and are therefore exposed to limited exchange rate risks.

The Group does not hedge translation risks resulting from the consolidation of Group accounts into Danish kroner. To reduce our exchange rate exposure, we continuously seek to balance incoming and outgoing cash flows in our main trading currencies as much as possible. To ensure predictability in terms of net profit, we hedge expected future net cash flows, mainly through forward exchange contracts with a horizon of up to 18 months.

In addition, we seek to balance our on-balance net exposure in our main trading currencies and to hedge our exposure, if relevant. It is the Group's policy to exclusively hedge financial risks arising from our commercial activities and not to undertake any financial transactions of a speculative nature.

Counterpart risks

From a commercial point of view, the Group is exposed to credit risks if our customers fail to pay for products and services provided. Such risks mainly relate to trade receivables and loans to customers or business partners, and failure to adequately manage credit risks may adversely impact the Group.

To minimise the risk of suffering losses on customers, the Group monitors the credit risks on an ongoing basis. The Group generally has a diversified customer base, and in 2024, the accumulated revenue from our ten largest customers accounted for approximately 11% of total consolidated revenue. We regularly adjust our financial accounts to reflect the current credit risks.

When granting loans to business partners, we require that our counterparties provide security in their business. In general, we estimate that the risk relative to our total credit exposure is well-balanced at Group level, and historically, we have only suffered limited credit-related losses.

The maximum credit risk relating to receivables matches the carrying amounts of such receivables. Overall, the Group has limited deposits with financial institutions for which reason the credit risk in respect of deposits is considered to be low.

4.2 Net financial items

(DKK million)	2024	2023
Interest on cash and bank deposits	40	59
Interest on receivables, customer loans etc.	75	55
Other financial income	50	63
Financial income from financial assets measured at amortised cost	**165**	**177**
Fair value adjustment on other investments	-	235
Financial income from financial assets measured at fair value	**-**	**235**
Fair value adjustments on financial liabilities	39	-
Financial income from financial liabilities measured at fair value	**39**	**-**
Foreign exchange gains, net	-	-6
Financial income	**204**	**406**
Interest on bank debt, mortgages etc.	-912	-880
Interest expenses on lease liabilities	-115	-104
Financial expenses on financial liabilities measured at amortised cost	**-1,027**	**-984**
Impairment on financial assets measured at equity method	-26	-1,161
Financial expenses on financial assets measured at equity method	**-26**	**-1,161**
Fair value adjustment on other investments	-686	-
Financial expenses on financial assets measured at fair value	**-686**	**-**
Fair value adjustments on financial liabilities	-	-112
Financial expenses on financial liabilities measured at fair value	**-**	**-112**
Foreign exchange losses, net	-49	-133
Transaction costs	-229	-195
Financial expenses	**-2,017**	**-2,585**
Net financial items	**-1,813**	**-2,179**

Accounting policies

Net financial items mainly consist of interest income and interest expenses, credit card fees and bank fees, net financial items also include interest on lease liabilities, unwinding of discounts on financial assets and liabilities, fair value adjustments of “shadow shares” under share-based remuneration programmes, fair value adjustments on other investments as well as certain realised and unrealised foreign exchange gains and losses. Interest income and interest expenses are accrued based on the principal amount and the effective interest rate. The effective interest rate is the discount rate used for discounting expected future payments attaching to the financial asset or financial liability in order for the present value to match the carrying amount of such asset or liability.

4.3 Categories of financial instruments

(DKK million)	2024	2023
Receivables from associates	392	466
Customer loans	674	668
Other receivables	858	728
Trade receivables	4,788	4,736
Cash	1,829	1,739
Financial assets at amortised cost	**8,541**	**8,337**
Unrealised gains on financial contracts	31	60
Other investments	2,402	3,093
Financial assets at fair value through profit/loss	**2,433**	**3,153**
Contingent considerations	-702	-543
Other liabilities	-272	-298
Unrealised losses on financial contracts	-102	-38
Financial liabilities at fair value through profit/loss	**-1,076**	**-879**
Debt to credit institutions etc.	-17,072	-13,486
Short-term bank facilities etc.	-2,325	-5,412
Lease liabilities	-3,816	-3,625
Trade payables	-858	-1,006
Other liabilities	-3,220	-2,996
Financial liabilities measured at amortised cost	**-27,291**	**-26,525**

The following non-financial items are included in the balance sheet and represent the difference between the table and the balance sheet: Other liabilities DKK 606 million (DKK 620 million in 2023).

Accounting policies

Debt to credit institutions and other interest-bearing debt is recognised at the date of borrowing at the proceeds received less transaction costs. For subsequent periods, financial liabilities are measured at amortised cost in order for the difference between proceeds and the nominal value to be recognised as a financial expense over the term of the loan.

On initial recognition, other financial liabilities are measured at fair value and subsequently at amortised cost using the effective interest method, and the difference between proceeds and the nominal value is recognised in the income statement as a financial expense over the contractual maturity term.

On initial recognition, other investments classified as current assets are recognised at their fair values adjusted for any directly related costs from the purchase of the other investments. The other investments are subsequently measured at fair value based on listed prices in an active market for the same type of instrument. Unrealised value adjustments are recognised in income statement as part of net financial items. When other investments are disposed or sold, the accumulated value adjustments are reclassified to the net financial items in the income statement.

The component parts of compound instruments (convertible promissory notes) are classified separately as financial liabilities and equity if fair value at initial recognition can be allocated to the conversion option. Fair value of the conversion option is calculated as the residual value between fair value of the liability component, using prevailing market interest rates for similar non-convertible instruments, and fair value of the entire instrument. The liability component is subsequently measured at amortised cost.

4.4 Net interest-bearing debt, liquidity and interest rate risks

(DKK million)	Contractual cash flows: Less than 1 year	1-5 years	More than 5 years	Total	Carrying amount	Weighted average effective interest rate
2024						
Interest-bearing receivables[1]	254	662	169	1,085	1,024	
Cash	1,851	-	-	1,851	1,829	
Interest-bearing assets	**2,105**	**662**	**169**	**2,936**	**2,853**	**5.7%**
Debt to credit institutions etc.	-940	-16,329	-1,421	-18,690	-17,072	
Short-term bank facilities etc.	-2,338	-	-	-2,338	-2,325	
Borrowings	**-3,278**	**-16,329**	**-1,421**	**-21,028**	**-19,397**	**3.6%**
Lease liabilities	-878	-2,560	-1,141	-4,579	-3,816	
Net interest-bearing debt	**-2,051**	**-18,227**	**-2,393**	**-22,671**	**-20,360**	
2023						
Interest-bearing receivables[1]	269	677	145	1,091	1,036	
Cash	1,772	-	-	1,772	1,739	
Interest-bearing assets	**2,041**	**677**	**145**	**2,863**	**2,775**	**4.1%**
Debt to credit institutions etc.	-1,722	-12,905	-301	-14,928	-13,486	
Short-term bank facilities etc.	-5,442	-	-	-5,442	-5,412	
Borrowings	**-7,164**	**-12,905**	**-301**	**-20,370**	**-18,898**	**4.2%**
Lease liabilities	-869	-2,295	-1,118	-4,282	-3,625	
Net interest-bearing debt	**-5,992**	**-14,523**	**-1,274**	**-21,789**	**-19,748**	

[1] Interest-bearing receivables comprise customer loans, receivables from associates and other receivables.

Trade payables and other liabilities have a contractual maturity of less than one year, with the exception of other liabilities of DKK 1,357 million (DKK 1,122 million in 2023), which have a contractual maturity of 1-5 years. The contractual cash flows approximate their carrying amounts.

Borrowings broken down by currency, excluding hedging: 60% in Danish kroner (56% in 2023), 25% in euros (28% in 2023), 9% in US dollars (8% in 2023). 1% in Australian dollars (2% in 2023), 1% in Canadian dollars (2% in 2023) and 4% in other currencies (4% in 2023).

4.4 Net interest-bearing debt, liquidity and interest rate risks – continued

(DKK million)	2023	Cash flows from financing activities	Non-cash changes: COVID-19 - rent concessions	Acquisition	Foreign exchange movement	Other additions	Disposals	Transferred to liabilities related to assets held for sale	2024
Lease liabilities	3,625	-926	-	163	12	1,022	-57	-23	3,816
Debt to parent	-	-	-	-	-	-	-	-	-
Debt to credit institutions etc.	13,486	3,515	-	-	68	3	-	-	17,072
Short-term bank facilities	5,412	-3,383	-	3	12	-	-	281	2,325
Interest-bearing liabilities	**22,523**	**-794**	**-**	**166**	**92**	**1,025**	**-57**	**258**	**23,213**

(DKK million)	2022	Cash flows from financing activities	Non-cash changes: COVID-19 - rent concessions	Acquisition	Foreign exchange movement	Other additions	Disposals	Transferred to liabilities related to assets held for sale	2023
Lease liabilities	3,404	-881	-6	142	-27	1,035	-42	-	3,625
Debt to parent	2,023	-23	-	-	-	-	-2,000	-	-
Debt to credit institutions etc.	14,301	-806	-	15	-27	3	-	-	13,486
Short-term bank facilities	5,748	-288	-	1	-49	-	-	-	5,412
Interest-bearing liabilities	**25,476**	**-1,998**	**-6**	**158**	**-103**	**1,038**	**-2,042**	**-**	**22,523**

4.4 Net interest-bearing debt, liquidity and interest rate risks – continued

Reconciliation of liabilities arising from financing activities
The table shows the changes in consolidated liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the consolidated cash flow statement as cash flows from financing activities.

The fair value of interest rate swap outstanding at the balance sheet date is DKK -17 million (DKK -18 million in 2023), and the contractual value of interest swap is DKK 5,641 million (DKK 1,000 million in 2022). The interest rate swap matures between 2026 and 2031.

Sensitivity analysis in respect of interest rates
Based on the Group's net debt at the end of the 2024 financial year, a rise of 1 percentage point in the general interest rate level will cause an increase in consolidated annual interest expenses before tax of approximately DKK 68 million (DKK 80 million in 2023).

The Group has limited the maximum interest rates on part of its non-current debt through an interest rate swap.

Interest rate swap

(DKK million)

	Start	Expiry	Interest rate/strike	Contractual amount at year-end	Positive fair value at year-end	Negative fair value at year-end
2024						
DKK/DKK	2023	2026	3.27%	1,000	-	22
DKK/DKK	2025	2026	2.02%	1,000	1	-
DKK/DKK	2024	2027	2.22%	746	1	-
DKK/DKK	2025	2027	2.05%	1,000	1	-
DKK/DKK	2026	2027	2.26%	1,000	-	1
DKK/DKK	2025	2031	2.20%	895	3	-
				5,641	**6**	**23**
2023						
DKK/DKK	2023	2026	3.27%	1,000	-	18
				1,000	**-**	**18**

4.5 Fair value hierarchy

Methods and judgements for calculation of fair values

Other investments

Other investments are assessed on the basis of their fair value.

Derivatives

Forward exchange contracts are assessed using discounted cash flow valuation techniques. Future cash flows are based on observable forward exchange rates at the end of the reporting period and on contractual forward exchange rates discounted at a rate that reflects the credit risk related to various counterparties.

Interest rate swaps are assessed using discounted cash flow valuation techniques. Future cash flows are based on observable forward yield curves at the end of the reporting period and on contractual interest rates discounted at a rate that reflects the credit risk related to various counterparties.

Contingent considerations

Contingent considerations are measured at their fair values based on the contractual terms of the contingent considerations and on non-observable inputs (level 3), such as the financial performance and purchasing patterns of the acquired enterprises for a period of typically 1-5 years after the date of acquisition.

Fair value hierarchy for assets and liabilities measured at fair value in the balance sheet

Financial instruments measured at fair value are broken down according to the fair value hierarchy:

- Listed prices in an active market for the same type of instrument (level 1).
- Listed prices in an active market for similar assets or liabilities or other valuation methods, with all significant inputs being based on observable market data (level 2).
- Valuation methods, with any significant inputs not being based on observable market data (level 3).

Accounting policies

On initial recognition, other investments are recognised at fair value and subsequently measured at fair value in the income statement. Unrealised and realised value adjustments are recognised in net financial items in the income statement. Contingent considerations arising from the acquisition of enterprises and activities are recognised at fair value at the time of acquisition. The obligations are re-evaluated on a recurring basis at fair value.

4.5 Fair value hierarchy – continued

(DKK million)	Financial assets 2024	Financial assets 2023	Other financial liabilities 2024	Other financial liabilities 2023	Contingent considerations 2024	Contingent considerations 2023
Carrying amount at 1.1.	**19**	**15**	**-298**	**-339**	**-543**	**-652**
Foreign currency translation adjustment	-	-	-13	-8	-8	4
Acquisitions		7	-	161	-395	-157
Disposals, repayments, settlements etc.	-5	-	-	-	210	257
Other adjustments	-5	-3	39	-112	33	5
Carrying amount at 31.12.	**9**	**19**	**-272**	**-298**	**-703**	**-543**

(DKK million)	Level 1	Level 2	Level 3	Total
2024				
Financial assets used as hedging instruments	-	31	-	31
Other investments	2,393	-	9	2,402
Financial liabilities used as hedging instruments	-	-102	-	-102
Financial liabilities at fair value through income statement	-	-	-272	-272
Contingent considerations	-	-	-703	-703
2023				
Financial assets used as hedging instruments	-	60	-	60
Other investments	3,074	-	19	3,093
Financial liabilities used as hedging instruments	-	-38	-	-38
Financial liabilities at fair value through income statement	-	-	-298	-298
Contingent considerations	-	-	-543	-543

There are no transfers between levels in the 2024 and 2023 financial years.

Financial assets, other financial liabilities and contingent liabilities are measured at fair value in the balance sheet based on valuation methods, with any significant inputs not being based on observable market data (level 3). The contingent considerations recognised relate to deferred payments and earn-outs. Deferred payments are not dependent on any performance obligations and will usually be paid out within 1-5 years. The earn-outs are dependent on certain performance criteria, normally revenue, and will usually be paid out within 1-5 years.

The majority of the contingent considerations are recognised as the maximum consideration to be paid, which Management has assessed to be the most likely outcome.

Section 5

Tax

5.1 Tax on profit

(DKK million)	2024	2023
Current tax on profit for the year	-1,107	-1,066
Adjustment of current tax, prior years	4	21
Change in deferred tax	99	14
Adjustment of deferred tax, prior years	12	-15
Tax on profit for the year	**-992**	**-1,046**
Reconciliation of tax rates		
Danish corporate tax rate	22.0%	22.0%
Differences between tax rates of non-Danish enterprises and Danish corporate tax rate	1.2%	2.4%
Impact of unrecognised tax assets	0.5%	-2.0%
Permanent differences	1.1%	31.8%
Other items, including prior-year adjustments	0.6%	-1.0%
Effective tax rate	**25.4%**	**53.2%**

William Demant Invest Group is not impacted by OECD's/EU's Pillar Two Model Rules and local implementation hereof.

Permanent differences primarily include Danish interest limitation, R&D incentives, profit in associates, non-deductible share-based payments, and special items.

Accounting policies
Tax on the year's profit includes current tax and any changes in deferred tax. Current tax includes taxes payable determined on the basis of the estimated taxable income for the year and any prior-year tax adjustments. Tax on changes in equity and other comprehensive income is recognised directly in equity and in other comprehensive income, respectively.

Foreign currency translation adjustments of deferred tax are recognised as part of the year's adjustments of deferred tax.

The Group has applied the temporary exception, introduced in May 2023, from the accounting requirements for deferred taxes in IAS 12, which means that the Group neither recognises nor discloses information about deferred tax assets and liabilities related to Pillar Two income taxes.

Current tax liabilities or tax receivables are recognised in the balance sheet and determined as tax calculated on the year's taxable income adjusted for any tax paid on account. The tax rates prevailing at the balance sheet date are used for calculation of the year's taxable income.

5.2 Deferred tax

(DKK million)	2024	2023
Deferred tax recognised in the balance sheet		
Deferred tax assets	945	857
Deferred tax liabilities	-866	-801
Deferred tax, net at 31.12.	**79**	**56**
Deferred tax, net at 1.1.	**56**	**12**
Foreign currency translation adjustments	-25	7
Additions relating to acquisitions	-66	5
Changes in deferred tax	99	25
Adjustment of deferred tax, prior years	12	-15
Deferred tax relating to changes in equity, net	14	22
Transferred to assets held for sale	-11	-
Deferred tax, net at 31.12	**79**	**56**

The tax value of deferred tax assets not recognised is DKK 143 million (DKK 147 million in 2023) and relates mainly to tax losses and tax credits for which there is considerable uncertainty about their future utilisation. Tax losses of DKK 38 million will expire within 5-10 years, whereas other tax losses carried forward have no expiry date.

Accounting policies

Deferred tax is recognised using the balance sheet liability method on any temporary differences between the tax base of assets and liabilities and their carrying amounts, except for deferred tax on temporary differences arisen either on initial recognition of goodwill or on initial recognition of a transaction that is not an acquisition, with the temporary difference ascertained on initial recognition affecting neither net profits nor taxable income.

Deferred tax is determined on the basis of the tax rules and rates prevailing at the balance sheet date in a particular country. The effect of any changes in tax rates on deferred tax is included in tax on profit for the year, unless such deferred tax is attributable to items previously recognised directly in equity or in other comprehensive income. In the latter case, such changes will also be recognised directly in equity or in other comprehensive income. The tax base of a loss, if any, which may be set off against future taxable income, is carried forward and set off against deferred tax in the same legal tax entity and jurisdiction.

5.2 Deferred tax – continued

(DKK million)	Temporary differences at 1.1.	Foreign currency translation adjustments	Acquisitions	Recognised in profit for the year	Recognised in other comprehen-sive income	Transferred to assets held for sale	Temporary differences at 31.12.
2024							
Intangible assets	-699	-3	-68	-166	-	-1	-937
Property, plant and equipment	-171	-25	-	55	-	2	-139
Leased assets	33	-1	-	8	-	-	40
Inventories	316	-3	-	15	-	3	331
Receivables	60	-	-	17	-	-2	75
Provisions	131	2	-	16	-	-	149
Deferred income	158	2	1	27	-	-12	176
Tax losses	107	10	1	-18	-	-1	99
Other	121	-7	-	157	14	-	285
Total	**56**	**-25**	**-66**	**111**	**14**	**-11**	**79**

	Temporary differences at 1.1.	Foreign currency translation adjustments	Acquisitions	Recognised in profit for the year	Recognised in other comprehen-sive income	Transferred to assets held for sale	Temporary differences at 31.12.
2023							
Intangible assets	-680	-	5	-24	-	-	-699
Property, plant and equipment	-112	11	-	-70	-	-	-171
Leased assets	33	1	-	-1	-	-	33
Inventories	275	-	-	41	-	-	316
Receivables	50	-	-	10	-	-	60
Provisions	117	-2	-	16	-	-	131
Deferred income	161	-1	-	-2	-	-	158
Tax losses	104	-5	-	8	-	-	107
Other	64	3	-	32	22	-	121
Total	**12**	**7**	**5**	**10**	**22**	**-**	**56**

Accounting estimates and judgements

Deferred tax assets (significant estimate)

Deferred tax assets, including the tax value of any tax losses allowed for carryforward, are recognised in the balance sheet at the estimated realisable value of such assets, either by a set-off against a deferred tax liability or by a net asset to be set off against future positive taxable income. At the balance sheet date, an assessment is made as to whether it is probable that sufficient taxable income will be available in the future against which the deferred tax asset can be utilised.

Deferred tax on temporary differences between the carrying amounts and the tax values of investments in subsidiaries and associates is recognised, unless the parent is able to control the time of realisation of such deferred tax, and it is probable that such deferred tax will not be realised as current tax in the foreseeable future.

Section 6

Acquisitions and divestments

6.1 Acquisition of enterprises and activities

In 2024, a total of 54 acquisitions were completed within the Demant Group at an estimated total consideration of DKK 1,971 million, and a total of one acquisition was completed within the Embla Medical Group at an estimated consideration of DKK 911 million.

The individual acquisitions are not considered to be material and therefore not disclosed separately but grouped together with other acquisitions.

Acquisitions in the Demant Group
In 2024, the Demant Group acquired a number of enterprises or obtained significant stakes in hearing healthcare businesses, the most significant one being Fuel Medical Group in the US.

On 1 May 2024, the Demant Group acquired the remaining 51% of the shares in Fuel Medical Group and now holds 100% of the shares. Fuel Medical Group is a value-added distributor of hearing aids that operates in North America. The step acquisition resulted in a fair value adjustment of the Demant Group's existing shares of DKK 324 million, presented as a special item in the income statement.

On 2 September 2024, the Demant Group acquired 100% of the shares in Dansk HøreCenter ApS, which operates hearing clinics across Denmark.

In addition, the Demant Group made a number of other minor acquisitions in Europe, North America, the Pacific region and Asia in 2024.

In 2023, the Demant Group acquired a number of enterprises or obtained significant stakes in hearing healthcare businesses, the most significant ones being Mr. Optik and Flemming & Klingbeil both in Germany, the hearing aid-related activities of Goed Hulpmiddelen in Belgium and Virtualis in France.

(DKK million)	2024			2023		
	Embla Medical[1]	Demant[1]	Total	Embla Medical[1]	Demant[1]	Total
Intangible assets	213	47	260	-	59	59
Property, plant and equipment	4	25	29	1	54	55
Other non-current assets	-	178	178	-	188	188
Inventories	37	21	58	1	49	50
Current receivables	8	63	71	-	112	112
Cash and cash equivalents	20	122	142	1	58	59
Non-current liabilities	-69	-207	-276	-1	-418	-419
Current liabilities	-16	-114	-130	-1	-140	-141
Acquired net assets	**197**	**135**	**332**	**1**	**-38**	**-37**
Goodwill	714	1,836	2,550	16	1,112	1,128
Acquisition cost	**911**	**1,971**	**2,882**	**17**	**1,074**	**1,091**
Carrying amount of non-controlling interests on obtaining control	-	-327	-327	-	-84	-84
Fair value adjustment of non-controlling interests on obtaining control	-	-337	-337	-	-27	-27
Contingent considerations and deferred payments	-261	-126	-387	-1	-156	-157
Acquired cash and cash equivalents	-20	-122	-142	-1	-58	-59
Cash acquisition cost	**630**	**1,059**	**1,689**	**15**	**749**	**764**

Figures are shown at fair value on the acquisition date.
[1] Acquisitions made in the Em0062la Medical Group and Demant Group, respectively.

6.1 Acquisition of enterprises and activities – continued

On 5 January 2023, the Demant Group acquired 55% of the shares in Virtualis, a developer and manufacturer of virtual reality rehabilitation equipment based in France. As part of the agreement, a forward contract was entered into for the remaining 45% of the shares, meaning that Demant agreed to buy and the seller to sell in three tranches based on an agreed revenue multiple. The purchase price for the remaining shares is estimated based on Virtualis' current performance and on expectations for the future. The purchase price is not capped.

On 1 March 2023, the Demant Group acquired the remaining 51% of the shares in Mr. Optik and now holds 100% of the shares. Mr. Optik operates hearing clinics across Eastern Germany. The step-up resulted in a fair value adjustment of Demant's existing shares of DKK 26 million.

On 31 August 2023, the Demant Group acquired 100% of the shares in Flemming & Klingbeil, which operates hearing clinics across Berlin, Germany.

On 31 August 2023, the Demant Group acquired all the hearing aid-related activities of Goed Hulpmiddelen. The transaction was structured as an asset purchase. The activities in Goed Hulpmiddelen consist of hearing clinics in the northern part of Belgium. The activities were integrated into the existing retail business in Belgium.

Acquisitions in Embla Medical
In 2024, Embla Medical acquired 100% of the shares in Fior & Gentz, a leading producer of lower limb neuro orthotics components.

In 2023, Embla Medical made a number of minor acquisitions.

Accounting treatment
In respect of the acquisitions, the Group paid a total acquisition cost of DKK 2,882 million, which exceeded the fair values of the acquired assets, liabilities and contingent liabilities. Such positive balances in value can be attributed to expected synergies between the activities of the acquired activities and the Group's existing activities, to the future growth opportunities and to the value of staff competencies in the acquired businesses. These synergies are not recognised separately from goodwill, as they are not separately identifiable. Total goodwill recognised in respect of the acquisitions made in 2024 amounted to DKK 2,550 million.

Of the total acquisitions made in 2024, the fair value of the estimated contingent considerations in the form of earn-outs or deferred payments accounted for DKK 387 million (DKK 157 million in 2023). Earn-outs depend on the results of the acquired entities for a period of 1-4 years. The maximum of earn-outs and other contingent considerations related to the acquisitions are estimated to be DKK 406 million (DKK 159 million in 2023).

The fair values of acquisitions are not considered final until 12 months after the acquisition date. Adjustments to acquisitions completed more than 12 months prior to the time of the adjustments, including changes in estimated contingent considerations, are recognised in the income statement.

In 2024, adjustments were made to the preliminary recognition of acquisitions recognised in 2023. These adjustments relate to payments made, contingent considerations provided as well as net assets and goodwill acquired. The impact of these adjustments on goodwill was DKK 9 million (DKK 5 million in 2023) and DKK -1 million (DKK 2 million in 2023) on contingent consideration.

In 2024, adjustments were also made to contingent considerations related to acquisitions completed more than 12 months prior to the time of the adjustments. These adjustments amount to DKK 35 million (DKK 5 million in 2023) and are recognised as part of distribution costs for acquisitions.

Step-up acquisitions
At the time of acquisition of non-controlling interests, the shares of the acquisitions are measured at their proportionate share of the total fair value of the acquired entities, including goodwill. On obtaining a controlling interest through step acquisitions, previously held non-controlling interests are, at the time of obtaining control, remeasured at fair value with fair value adjustments recognised in the income statement.

The total impact on the income statement of fair value adjustments of non-controlling interests in step acquisitions was DKK 337 million (DKK 27 million in 2023).

The statements of fair values of acquisitions are not considered final until 12 months after the acquisition date.

Transaction costs
Transaction costs in connection with acquisitions made in 2024 amounted to DKK 30 million (DKK 14 million in 2023), which were recognised in distribution costs.

Acquired assets and proforma figures
The acquired assets include contractual receivables amounting to DKK 64 million (DKK 59 million in 2023) of which DKK 2 million (DKK 1 million in 2023) was thought

6.1 Acquisition of enterprises and activities – continued

to be uncollectible at the date of the acquisition. Of total goodwill in the amount of DKK 2,550 million (DKK 1,128 million in 2023), DKK 1,328 million (DKK 209 million in 2023) can be amortised for tax purposes.

Revenue and profit after tax generated by the acquired enterprises since acquiring them in 2024 amount to DKK 532 million (DKK 319 million in 2023) and DKK 55 million (DKK 14 million in 2023), respectively. Had such revenue and profit been consolidated on 1 January 2024, it is estimated that consolidated pro forma revenue and profit after tax would have been DKK 29,578 million (DKK 28,586 million in 2023) and DKK 2,424 million (DKK 1,242 million in 2023), respectively. Without taking synergies from our core business into account, we believe that these pro forma figures reflect the level of consolidated earnings after acquisition of the enterprises.

Acquisitions after balance sheet date
From the balance sheet date and until the date of financial reporting in 2025, the Demant Group has acquired a number of enterprises, including 100% of the shares in Ohrwerk Group, which operates 77 hearing clinics across Germany. The Group is in the process of completing the purchase price allocation, including the valuation of intangible assets and liabilities assumed. The final impact will be reflected in the subsequent reporting period.

Accounting policies
Newly acquired or newly established enterprises are recognised in the consolidated financial statements from the time of acquisition or formation. The time of acquisition is the date when control of the enterprise is transferred to the Group. For Group accounting policies on control, please refer to the consolidated financial statements in Note 9.1. In respect of newly acquired enterprises, comparative figures and key figures will not be restated. On acquiring new enterprises of which the Group obtains control, the purchase method is applied according to which their identified assets, liabilities and contingent liabilities are measured at their fair values on the acquisition date. Any non-current assets acquired for the purpose of resale are, however, measured at their fair values less expected cost of disposal. Restructuring costs are solely recognised in the pre-acquisition balance sheet if they are a liability for the acquired enterprise. Any tax effect of revaluations will be taken into account.

The acquisition cost of an enterprise consists of the fair value of the consideration paid for the enterprise with the addition of the fair values of previously held interests in the acquiree. If the final consideration is conditional upon one or more future events, the consideration will be recognised at the fair value on acquisition. Any subsequent adjustment of contingent consideration is recognised directly in the income statement, unless the adjustment is the result of new information about conditions prevailing on the acquisition date, and this information becomes available up to 12 months after the acquisition date.

Transaction costs are recognised directly in the income statement when incurred. If the purchase price exceeds the fair values of the assets, liabilities and contingent liabilities identified on acquisition, any remaining positive differences (goodwill) are recognised in the balance sheet under intangible assets and tested for impairment at least annually. If the carrying amount of an asset exceeds its recoverable amount, it is written down to such lower recoverable amount.

If, on the acquisition date, there are any uncertainties with respect to identifying or measuring acquired assets, liabilities or contingent liabilities or uncertainty with respect to determining their cost, initial recognition is made on the basis of provisionally calculated values. Such provisionally calculated values may be adjusted, or additional assets or liabilities may be recognised up to 12 months after the acquisition date, if new information becomes available about conditions prevailing on the acquisition date, which would have affected the calculation of values on that day, had such information been known.

Accounting estimates and judgements
Identification of assets and liabilities (judgement)
On recognition of assets and liabilities from acquisitions, Management judgements may be required for the identification of the following:

- Intangible assets, resulting from technology, customer relationships, client lists or brand names.
- Contingent consideration arrangements.

Contingent consideration (estimate)
Acquisitions may include provisions to the effect that additional payments of contingent considerations be paid to the previous owners when certain events occur or certain results are obtained. Management assesses on a regular basis the judgements made in respect of the particular acquisitions, taking sales run rates of the acquired entity into account.

6.2 Discontinued operations and assets held for sale

(DKK million)	2024	2023
Revenue	1,162	1,351
Expenses	-1,551	-1,818
Gain/loss on divestment of enterprises and activities	-25	-
Amortisation, depreciation and impairment losses	-224	-673
Profit before tax - discontinued operations	**-638**	**-1,140**
Tax on profit for the year	134	115
Profit after tax - discontinued operations	**-504**	**-1,025**
Profit after tax - discontinued operations attributable to:		
William Demant Invest A/S' shareholder	-504	-1,025
	-504	**-1,025**
Cash flow from discontinued operations		
Cash flow from operating activities (CFFO)	-247	-348
Cash flow from investing activities (CFFI)	-38	-39
Cash flow from financing activities (CFFF)	269	155
Cash flow for the year, net - discontinued operations	**-16**	**-232**

On 5 February 2024, the Demant Group announced the decision to undertake a review of the strategic options for its Communications business. On 14 August 2024, the Demant Group announced the conclusion of the review and, consequently, it was decided to initiate a significant restructuring plan for the Communications business. The process commenced immediately and as part of the restructuring of the Communications business, an impairment of the goodwill of DKK 110 million was recognised as well as other one-offs. Following the restructuring, the Demant Group intends to carry on with the divestment of the Communications business. The Communications business still meets the criteria for being classified as held for sale and a discontinued operation.

On 21 May 2024, the Demant Group finalised the divestment of the cochlear implants (CI) business to Cochlear Limited after all regulatory approvals and customary closing conditions had been fulfilled. The divestment of the CI business resulted in a loss of DKK 25 million in 2024.

As previously communicated, the bone-anchored hearing systems (BAHS) business will currently remain with the Demant Group and continues to be considered a discontinued operation.

In 2024, discontinued operations realised a loss after tax of DKK 504 million, including the loss relating to the divestment of the CI business. The remaining loss of DKK 479 million is related to a combined net operating loss in the Hearing Implants (CI and BAHS) and Communications business areas.

Accounting policies

Discontinued operations represent a separate line of business disposed of or in preparation for sale. The results of discontinued operations are presented separately in the income statement, and comparative figures are restated. Assets and liabilities of discontinued operations are presented as separate items in the balance sheet, and cash flows from discontinued operations are presented separately in the cash flow statement.

6.2 Discontinued operations and assets held for sale – continued

(DKK million)	2024	2023
Balance sheet items:		
Intangible assets	433	97
Property, plant and equipment	25	1
Lease assets	44	1
Deferred tax assets	47	44
Other non-current assets	1	1
Non-current assets	**550**	**144**
Current assets	**843**	**139**
Assets held for sale	**1,393**	**283**
Provisions	46	8
Lease liabilities	46	1
Other liabilities	252	80
Liabilities related to assets held for sale	**344**	**89**

Following the divestment of the CI business, assets classified as held for sale at 31 December 2024 comprise the Communications business and the BAHS business. The comparative figures only include the Hearing Implants business, consisting of both the CI and the BAHS business.

Accounting policies

Assets and liabilities relating to the discontinued operations are classified as held for sale. Assets held for sale, except financial assets etc., and liabilities related to assets held for sale are measured at the lower of their carrying amount and their fair value less costs to sell. Non-current assets held for sale are not depreciated.

6.3 Divestment of enterprises and activities

(DKK million)	2024
Sales price	-
Net debt adjustment	25
Selling price for divested enterprises and activities	**25**
Gain/loss on divestment of enterprises and activities	
Selling price for divested enterprises and activities	25
Net assets sold	-619
Previously recognised impairment losses	612
Provisions as a result of the transaction	-32
Foreign currency translation reserve and hedging of net investments	-
Transaction costs	-11
Gain/loss on divestment of enterprises and activities	**-25**
Net profit from divestment of enterprises and activities:	
Profit from divested discontinued operations	-65
Gain/loss on divestment of enterprises and activities	-25
Net profit from divestment of enterprises and activities	**-90**

In May 2024, the Demant Group divested its CI business to Cochlear Limited, and no consideration was paid as part of the transaction. As part of the agreement with Cochlear Limited, post-closing review of balances resulted in DKK 25 million being transferred to Demant as part of the net debt adjustment.

At 31 December 2024, the divestment resulted in a loss of DKK 25 million of which DKK 11 million relates to transaction costs. The total transaction costs incurred by the Demant Group in relation to the divestment of the CI business amount to DKK 66 million.

Accounting policies

Gains or losses on the divestment of enterprises and activities are determined as the difference between the selling price and the carrying amount of the net assets divested. Transaction costs and any provisions made for obligations related to the divestment of enterprises and activities are deducted.

Section 7

Provisions, other liabilities etc.

7.1 Provisions

(DKK million)	2024	2023
Provisions for restructuring costs	7	19
Staff-related provisions	85	75
Miscellaneous provisions	152	118
Other provisions	**244**	**212**
Defined benefit plan liabilities, net	120	115
Provisions at 31.12.	**364**	**327**
Breakdown of provisions:		
Non-current provisions	225	213
Current provisions	139	114
Provisions at 31.12.	**364**	**327**

Miscellaneous provisions relate to provisions for disputes etc. The majority of these provisions are expected to be realised within the next five years.

	2024				2023			
(DKK million)	Restructuring costs	Staff-related	Miscellaneous	Total	Restructuring costs	Staff-related	Miscellaneous	Total
Other provisions at 1.1.	**19**	**75**	**118**	**212**	**65**	**69**	**89**	**223**
Foreign currency translation adjustments	1	-1	-1	-1	-2	-1	-4	-7
Additions relating to acquisitions	-	6	8	14	-	-	17	17
Provisions during the year	57	2	55	114	1	8	33	42
Realised during the year	-30	-1	-14	-45	-45	-1	-27	-73
Reversals during the year	-	4	-14	-10	-	-	-9	-9
Transferred to liabilities related to assets held for sale	-40	-	-	-40	-	-	19	19
Other provisions at 31.12.	**7**	**85**	**152**	**244**	**19**	**75**	**118**	**212**
Breakdown of provisions:								
Non-current provisions	-	81	27	108	-	71	29	100
Current provisions	7	4	125	136	19	4	89	112
Other provisions at 31.12.	**7**	**85**	**152**	**244**	**19**	**75**	**118**	**212**

7.2 Employee benefit obligations

(DKK million)	2024	2023
Present value of defined benefit obligations:		
Defined benefit obligations at 1.1.	456	429
Foreign currency translation adjustments	-10	24
Additions relating to acquisitions	1	-
Current service cost	-3	10
Calculated interest on defined benefit obligations	7	8
Actuarial gains/losses	50	34
Net benefits paid	-27	-57
Contribution from plan participants	11	8
Defined benefit obligations at 31.12.	**485**	**456**
Fair value of defined benefit assets:		
Defined benefit assets at 1.1.	341	338
Foreign currency translation adjustments	-5	21
Actuarial gains/losses	33	21
Contributions	23	18
Net benefits paid	-27	-57
Defined benefit assets 31.12.	**365**	**341**
Defined benefit obligations recognised in the balance sheet, net	**120**	**115**
Return on defined benefit assets:		
Actual return on defined benefit assets	33	21
Actuarial gains/losses on defined benefit assets	**33**	**21**
Assumptions:		
Discount rate	1.2%	1.7%
Expected return on defined benefit assets	0%	0%
Future salary increase rate	1.5%	1.6%

Generally, the Group does not offer defined benefit plans, but it has such plans in Switzerland, France and Germany where they are required by law.

Defined benefit plan costs recognised in the income statement amount to DKK 0 million (DKK 12 million in 2023), and the accumulated actuarial loss recognised in the statement of comprehensive income amounts to DKK 7 million (income of DKK 10 million in 2023).

In 2025, the Group expects to pay approximately DKK 22 million (DKK 24 million in 2024) into defined benefit plans. Defined benefit obligations in the amount of DKK 132 million (DKK 132 million in 2023) will mature within 1-5 years and obligations in the amount of DKK 352 million (DKK 324 million in 2023) after five years.

If the discount rate is 0,5% higher (lower), the defined benefit obligation would decrease by 6% (increase by 7%). If the expected salary growth rate is 0,5% higher (lower) the defined benefit obligation would increase by 1% (decrease by 1%).

Plan assets are recognised as follows:

Equity	28%
Bonds	31%
Property	26%
Other	15%

Accounting policies

Provisions are recognised if, as a result of an earlier event, the Group has a legal or constructive obligation, and if the settlement of such an obligation is expected to draw on corporate financial resources, but there is uncertainty about the timing or amount of the obligation. Provisions are measured on a discounted basis based on Management's best estimate of the amount at which a particular liability may be settled. The discount effect of any changes in the present value of provisions is recognised as a financial expense.

The Group has defined benefit plans and similar agreements with some of its employees.

With respect to defined contribution plans, the Group pays regular, fixed contributions to independent pension companies. Contributions are recognised in the income statement for the period in which employees have performed work entitling them to such pension contributions. Contributions due are recognised in the balance sheet as a liability.

With respect to defined benefit plans, the Group is obliged to pay a certain contribution when an employee covered by such a plan retires, for instance a fixed amount or a percentage of the employee's

7.2 Employee benefit obligations – continued

final salary. An actuarial calculation is prepared periodically of the accrued present value of future benefits to which employees through their past employment with the Group, are entitled and which are payable under the defined benefit plan. This defined benefit obligation is calculated annually using the projected unit credit method on the basis of judgements in respect of the future development in for instance wage levels, interest rates, mortality and inflation rates.

The defined benefit obligation less the fair value of any assets relating to the defined benefit plan is recognised at the balance sheet under provisions.

Defined benefit costs are categorised as follows:

- Service costs, including current service costs, past-service costs as well as gains and losses on curtailments and settlements
- Net interest expense or income
- Remeasurements

Remeasurements, comprising actuarial gains and losses, any effects of changes to the asset ceiling and return on defined benefit assets, excluding interest, are reflected immediately in the balance sheet with a charge or credit recognised in other comprehensive income in the period in which it occurs.

Remeasurements recognised in other comprehensive income are reflected immediately in retained earnings and are not reclassified to the income statement. Service costs and net interest expense or income are included in the income statement as staff costs.

Other non-current employee benefits are recognised using actuarial calculation. Actuarial gains or losses on such benefits are recognised directly in the income statement.

Accounting estimates and judgements

Assessment of provisions (estimate)

Management assesses, on an ongoing basis, provisions for, among others, restructuring costs and the likely outcomes of pending and probable lawsuits etc. (other provisions). When assessing the likely outcome of lawsuits, Management bases its assessment on internal and external legal advice and established precedent. Provisions for restructuring costs are based on the estimated costs of implementing restructuring initiatives and thus on a number of judgements about future costs and events. For all provisions, the outcome and final expense depend on future events, which are by nature uncertain.

7.3 Other liabilities

(DKK million)	2024	2023
Product-related liabilities	606	620
Staff-related liabilities	1,466	1,383
Other debt, public authorities	340	387
Contingent considerations	703	543
Other costs payable	1,413	1,226
Other financial liabilities	272	298
Other liabilities	**4,800**	**4,457**
Due within 1 year	3,443	3,335
Due within 1-5 years	1,357	1,122

Product-related liabilities include standard warranties and returned products etc. Staff-related liabilities include holiday pay and payroll costs due. The carrying amount of other liabilities approximate the fair value of such liabilities.

Accounting policies

Other non-financial liabilities are recognised if, as a result of an earlier event, the Group has a legal or constructive obligation, and if the settlement of such an obligation is expected to draw on corporate financial resources. Other non-financial liabilities are measured on a discounted basis, and the discount effect of any changes in the present value of the liabilities is recognised as a financial expense.

On the sale of products with a right of return, a refund liability and a right to the returned products are recognised as a refund liability and a current asset (included in prepaid expenses), respectively. The refund liability is deducted from revenue and the right to the returned products is offset in cost of sales. Warranty commitments include the obligation to remedy faulty or defective products during the warranty period.

Other financial liabilities mainly consist of liabilities to acquire additional shares in subsidiaries. The liabilities are measured at fair value through income statement. The fair value is estimated based on valuation principles agreed between the parties.

Accounting estimates and judgements

Warranty and return liabilities (estimates)
Liabilities in respect of service packages and warranties are calculated on the basis of information on products sold, related service and warranty periods and past experience of costs incurred by the Group to fulfil its service and warranty liabilities. Liabilities in respect of returns have been calculated based on information on products sold, related rights concerning returns and past experience of products being returned in the various markets. Consolidated product-related liabilities are the sum of a large number of small items, the sum changing constantly due to a large number of transactions.

7.4 Deferred income

(DKK million)	2024	2023
Prepayments from customers	188	237
Future performance obligations:		
Deferred warranty-related revenue	757	659
Deferred free products revenue	219	126
Deferred service revenue	452	404
Total	**1,616**	**1,426**

Some products, some services and some of the warranty-related services mentioned are provided free of charge to the customer.

Certain other services and warranty-related services are paid by the customer on delivery of the related goods, but delivery of the service takes place 1-6 years after delivery of the goods.

Please refer to Note 1.1 for a description of the nature of the deferred income.

Accounting policies
Deferred income includes income received or future performance obligations relating to subsequent financial years and is recognised as revenue when the Group fulfils its obligations by transferring the goods or services to the customer.

Expected recognition of revenue

(DKK million)	Less than 1 year	1-2 years	2-4 years	More than 4 years	Total
2024					
Prepayments from customers	188	-	-	-	**188**
Deferred warranty-related revenue	306	305	134	12	**757**
Deferred free products revenue	74	48	66	31	**219**
Deferred service revenue	175	127	110	40	**452**
Total	**743**	**480**	**310**	**83**	**1,616**
2023					
Prepayments from customers	237	-	-	-	**237**
Deferred warranty-related revenue	266	266	117	10	**659**
Deferred free products revenue	75	35	15	1	**126**
Deferred service revenue	164	116	94	30	**404**
Total	**742**	**417**	**226**	**41**	**1,426**

7.5 Contingent liabilities

The William Demant Invest Group is involved in minor litigations, claims, disputes etc. Management is of the opinion that such disputes do not and will not significantly affect the Group's financial position. The Group seeks to make adequate provisions for legal proceedings.

As part of the business activities, the Group has entered into normal agreements with customers and suppliers etc. as well as agreements for the purchase of shareholdings.

Section 8

Other disclosure requirements

8.1 Related parties

William Demant Foundation, Kongebakken 9, 2765 Smørum, Denmark, is the only related party with a controlling interest. Related parties with significant influence are the Company's Executive Board, Board of Directors and their related parties.

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

Subsidiaries, associates, as well as the Group's ownership interests in these companies appear in section 11. For financial information on associates please refer to Note 3.4.

In 2024, William Demant Foundation paid administration fees to William Demant Invest Group of DKK 3 million (DKK 2 million in 2023). Further, the William Demant Foundation loan (convertible promissory notes) to William Demant Invest A/S was converted to equity in December 2023, and hence interest in 2024 totals DKK 0 million (DKK 86 million in 2023).

In 2024, William Demant Foundation donated DKK 2 million (DKK 27 million in 2023) to Eriksholm Research Centre and DKK 6 million (DKK 4 million in 2023) to an industrial PhD project in Oticon A/S. Further, William Demant Foundation acquired diagnostic and hearing aid-related equipment worth DKK 0 million and DKK 1 million, respectively (DKK 3 million and DKK 6 million in 2023), from the Group.

In 2024, the members of the Executive Board and the Board of Directors received remuneration from Group companies in the amount of DKK 3 million (DKK 3 million in 2023).

There have been no transactions with the Executive Board and the Board of Directors apart from normal remuneration. Please refer to Note 1.2.

8.2 Fees to parent's auditors appointed at the annual general meeting

(DKK million)	2024	2023
Statutory audit	31	28
Other assurance engagements	3	-
Other services	2	1
Total	**36**	**29**

Some of the Group's subsidiaries are not subject to auditing by PricewaterhouseCoopers.

In 2024, the fee for non-audit services delivered by PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab, Denmark, amounted to DKK 4 million (DKK 0 million in 2023).

8.3 Government grants

(DKK million)	2024	2023
Government grants by function		
R&D costs	2	16
Distribution costs	3	3
Administrative expenses	-	1
Total	**5**	**20**

In 2024, the William Demant Invest Group received government grants in the amount of DKK 5 million (DKK 20 million in 2023).

Accounting policies
Government grants are recognised when there is reasonable certainty that the conditions for such grants are satisfied and that they will be awarded. Grants received as compensation for costs incurred are recognised proportionately in the income statement over the periods in which the related costs are recognised in the income statement and are offset against costs incurred. Government grants relating to the acquisition of non-current assets are deducted from the cost of such asset.

8.4 Events after the balance sheet date

On 31 January 2025, The Demant Group acquired 100% of the shares in Ohrwerk Group, which operates 77 hearing clinics across Germany. For further information, see note 6.1.

Apart from the above, no events have occurred after the reporting date of importance to the consolidated financial statements.

Section 9

Basis for preparation

9.1 Group accounting policies

The Group's general accounting policies are described below. In addition to this, specific accounting policies are described in each of the individual notes to the consolidated financial statements as outlined here:

1.1 Revenue
1.2 Employees
1.5 Inventories
1.6 Trade receivables
1.7 Customer loans
1.9 Specification of special items
2.3 Hedging and forward exchange contracts
3.1 Intangible assets
3.2 Property, plant and equipment
3.3 Leases
3.4 Other non-current assets
3.5 Impairment testing
4.2 Net financial items
4.3 Categories of financial instruments
4.5 Fair value hierarchy
5.1 Tax on profit
5.2 Deferred tax
6.1 Acquisition of enterprises and activities
6.2 Discontinued operations and assets held for sale
6.3 Divestment of enterprises and activities
7.1 Provisions
7.2 Employee benefit obligations
7.3 Other liabilities
7.4 Deferred income
8.3 Government grants

General
The consolidated financial statements are presented in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU and Danish disclosure requirements for annual reports published by reporting class C (large) companies, cf. the Danish executive order on IFRS issued in compliance with the Danish Financial Statements Act. The registered office of William Demant Invest A/S is in Denmark.

The consolidated financial statements are presented in Danish kroner (DKK), which is the functional currency of the Parent. The consolidated financial statements are presented based on historical cost, except for obligations for contingent consideration in connection with business combination, share-based remuneration, derivatives and financial asset classified as assets available for sale, which are measured at fair value.

The financial statements for the Parent as well as the Parent's accounting policies are presented separately from the consolidated financial statements and are shown on the last pages of this Annual Report 2024.

Effect of new accounting standards
The Group has adopted the new, amended and revised accounting standards and interpretations as published by the IASB and adopted by the EU effective for the accounting period beginning 1 January 2024. The new, updated and amended standards and interpretations did not result in any changes to the accounting policies for the Group nor had it any significant impact on the consolidated financial statements for 2024.

IASB has issued new accounting standards and amendments effective for accounting periods beginning after 1 January 2025, which have been adopted by the EU. The changes to these standards are not expected to have any significant impact on the Group. In 2024, the IASB issued IFRS 18, which replaces IAS 1. The new accounting standard is not yet adopted by EU and the implications of the new requirements is currently being evaluated. Management expects to adopt the accounting standards and interpretations as they become mandatory.

The Group has applied the exception to recognise deferred tax on OECD's/EU's Pillar Two Model Rules and local implementation hereof.

Except for the implementation of the new and amended standards and update to the cash flow statement, the accounting policies remain unchanged compared to last year.

Consolidated financial statements
The consolidated financial statements comprise William Demant Invest A/S (the Parent) and the enterprises in which the Parent can or does exercise control by either directly or indirectly holding more than 50% of the voting rights, or in which the Parent exercises control in some other manner. Enterprises in which the Group holds 20-50% of the voting rights and/or in some other manner can or does exercise significant influence are considered associates and are incorporated proportionately into the consolidated financial statements using the equity method.

Consolidation principles
The consolidated financial statements are prepared based on the financial statements of the Parent and its subsidiaries by aggregating uniform items. Enterprises that, by agreement, are managed jointly with one or more other enterprises are recognised using the equity method.

The consolidated financial statements are prepared in accordance with the Group's accounting policies. Intra-group income, expenses, shareholdings, balances and dividends as well as unrealised intra-

9.1 Group accounting policies – continued

group profits on inventories are eliminated.

The accounting items of subsidiaries are recognised 100% in the consolidated financial statements.

On initial recognition, non-controlling interests are measured either at fair value or at their proportionate share of the fair value of the identifiable assets, liabilities and contingent liabilities of the acquired subsidiary. The method is chosen for each individual transaction. Non-controlling interests are subsequently adjusted according to their proportionate share of changes in equity of the subsidiary.

Comprehensive income is allocated to non-controlling interests whether or not, as a result hereof, the value of such interests is negative. The purchase or sale of non-controlling interests in a subsidiary, which does not result in obtaining or discontinuing control of such subsidiary, is treated as an equity transaction in the consolidated financial statements, and any difference between the consideration and the carrying amount is allocated to the Parent's share of the equity.

Foreign currency translation
The Group's presentation currency is Danish kroner.

On initial recognition, transactions in foreign currencies are translated at the exchange rates prevailing at the date of the transaction. The functional currencies of the enterprises are determined by the economic environment in which the enterprises operate, normally the local currency.

Receivables, payables and other monetary items in foreign currencies are translated into Danish kroner at the exchange rates prevailing at the balance sheet date. Realised and unrealised foreign currency translation adjustments are recognised in the income statement under gross profit or net financial items, depending on the purpose of the underlying transaction.

Property, plant and equipment, intangible assets, inventories and other non-monetary assets purchased in foreign currencies and measured on the basis of historical cost are translated at the exchange rates prevailing at the transaction date. Non-monetary items, which are revalued at their fair values, are translated using the exchange rates at the revaluation date.

On recognition in the consolidated financial statements of enterprises presenting their financial statements in a functional currency other than Danish kroner, the income statement is translated using average exchange rates for the months of the year in question, unless they deviate materially from actual exchange rates at the transaction dates. In case of the latter, actual exchange rates are applied.

Balance sheet items are translated at the exchange rates prevailing at the balance sheet date. Goodwill is considered as belonging to the acquired enterprise in question and is translated at the exchange rate prevailing at the balance sheet date.

All foreign currency translation adjustments are recognised in the income statement, except for the following, which are recognised in other comprehensive income:

- The translation of income statements of foreign subsidiaries using monthly average exchange rates for the respective months of the year, whereas balance sheet items of such foreign subsidiaries are translated using exchange rates prevailing at the balance sheet date.
- The translation of non-current, intragroup receivables that are considered to be an addition to or deduction from net investments in foreign subsidiaries.
- The translation of investments in associates.

Income statement
Income and costs are recognised on an accruals basis. The income statement is broken down by function, and all costs, including depreciation, amortisation and impairment losses, are therefore charged to production, distribution, administration and R&D.

Production costs
Production costs are costs incurred to generate revenue. Distribution companies recognise cost of goods sold as part of production costs. Production companies recognise cost of raw materials, consumables, production staff as well as maintenance of and depreciation, amortisation and impairment losses on property, plant and equipment and intangible assets used in the production process as part of production costs.

R&D costs
Research costs are always recognised in the income statement as such costs incur. Development costs include all costs not satisfying capitalisation criteria, but incurred in connection with development, prototype construction, development of new business concepts and amortisation of capitalised development costs.

Distribution costs
Distribution costs include costs relating to training, sales, marketing, promotion materials, distribution, bad debts as well

9.1 Group accounting policies – continued

as depreciation, amortisation and impairment losses on assets used for distribution purposes.

Administrative expenses
Administrative expenses include administrative employee costs, office expenses as well as depreciation and amortisation of and impairment losses on assets used for administrative purposes.

Other operating income
Other operating income includes income from all activities not related to the core business activities of the Group.

Prepaid expenses
Prepaid expenses recognised as part of assets include costs relating to the subsequent financial years. Prepaid expenses are measured at cost.

Equity
Foreign currency translation reserve includes foreign currency translation adjustments on the translation of financial statements of foreign subsidiaries and associates from their respective functional currencies into Danish kroner. Foreign currency translation adjustments are recognised in the income statement on realisation of the net investment. Hedging reserves include fair value adjustments of derivatives and loans satisfying the criteria for hedging of future transactions. The amounts are recognised in the income statement or the balance sheet at the same time as hedged transactions are recognised.

Treasury shares and dividend
On the buy-back of shares or sale of treasury shares, the purchase price or selling price, respectively, is recognised directly in equity as other reserves (retained earnings). A capital reduction through the cancellation of treasury shares will reduce the share capital by an amount corresponding to the nominal value of such shares. Proposed dividends are recognised as a liability at the time of adoption at the annual general meeting.

Cash flow statement
The cash flow statement is prepared according to the indirect method and reflects the consolidated net cash flow broken down into operating, investing, and financing activities.

Cash flow from operating activities includes inflows from the year's operations adjusted for non-cash operating items, changes in working capital, financial income received, financial expenses paid and income tax paid. Cash flow from operating activities also includes short-term lease payments, lease payments of low-value assets and variable lease payments.

Cash flow from investing activities includes payments in respect of the acquisition or divestment of enterprises and financial assets as well as the purchase, development, improvement or sale of intangible assets and property, plant and equipment. In addition to this, cash flow from investing activities also includes movement in receivables from associates as well as customer loans.

Cash flow from financing activities includes payments to and from shareholders and the raising and repayment of non-current and current debt and lease liabilities. Repayment of lease liabilities are included as well.

Cash flow in currencies other than the functional currency is recognised at average exchange rates for the months of the year unless they deviate significantly from actual exchange rates on the transaction dates.

Cash and cash equivalents are cash less overdrafts, which consist of uncommitted bank facilities that often fluctuate from positive to overdrawn. Any short-term bank facilities that are consistently overdrawn are considered cash flow from financing activities.

In 2024, the Group changed its principles related to the elimination of transactions between discontinued and continued operations, which changes the presentation of the cash flow for discontinued operations.

9.1 Group accounting policies – continued

Key figures and financial ratios

EBITDA	Operating profit before amortisation, depreciation and impairment losses.
EBIT before special items	Operating profit before special items
EBIT	Operating profit
Net interest-bearing debt (NIBD)	Net amount of borrowings and lease liabilities less interest-bearing receivables and cash.
Free cash flow	Cash flow from operating activities (CFFO) and investing activities (CFFI) before acquisitions and disposals of enterprises, participating interests and activities.
Gross profit margin	Gross profit *100 / Revenue
EBITDA margin	Operating profit before amortisation, depreciation and impairment losses *100 / Revenue
EBIT margin	Operating profit *100 / Revenue
Return on equity	Profit for the year attributable to William Demant Invest A/S' shareholder / Average equity attributable to William Demant Invest A/S' shareholder adjusted for share buy-backs
Equity ratio	Equity / Assets

Financial ratios are calculated in accordance with "Recommendations and Ratios" from CFA Society Denmark.

9.2 Accounting estimates and judgements

On the preparation of the consolidated financial statements, Management makes a number of accounting estimates and judgements. These relate to the recognition, measurement and classification of assets and liabilities. Many items can only be estimated rather than accurately measured. Such estimates are based on the most recent information available on preparation of the financial statements. Estimates and judgements are therefore reassessed on an ongoing basis. Actual figures may, however, deviate from these estimates. Any changes in accounting estimates will be recognised in the reporting period in which such changes are made.

Significant accounting estimates and judgements are described in the individual notes to the consolidated financial statements as outlined below:

1.5 Inventories
3.3 Leases
5.2 Deferred tax

Specific accounting estimates and judgements are described in each of the individual notes to the consolidated financial statements as outlined below:

1.1 Revenue
1.5 Inventories
1.6 Trade receivables
1.7 Customer loans
1.9 Specification of special items
3.1 Intangible assets
3.2 Property, plant, and equipment
3.3 Leases
3.5 Impairment (identification of CGUs)
5.2 Deferred tax
6.1 Acquisition of enterprises and activities
7.2 Employee benefit obligations
7.3 Other liabilities

Parent financial statements

Parent income statement

(DKK million)	Note	2024	2023
Revenue		-	-
Fee income		1	1
Administrative expenses	10.1/10.2	-20	-25
Operating profit (EBIT)		**-19**	**-24**
Financial income	10.3	1,385	2,518
Financial expense	10.3	-950	-1,429
Profit before tax		**416**	**1,065**
Tax on profit for the year		6	9
Profit for the year		**422**	**1,074**

Parent balance sheet at 31 December

(DKK million)	Note	2024	2023
Assets			
Investments in subsidiaries		7,108	7,150
Loans to subsidiaries		917	875
Investments in associates		9,682	9,599
Other investments		2,394	3,075
Financial assets	10.4	**20,101**	**20,699**
Non-current assets		**20,101**	**20,699**
Receivable joint taxation		539	457
Receivables		**539**	**457**
Current assets		**539**	**457**
Assets		**20,640**	**21,156**

(DKK million)	Note	2024	2023
Equity and liabilities			
Share capital		4	4
Other reserves		16,246	15,824
Total equity		**16,250**	**15,828**
Debt to credit institutions		1,771	-
Non-current liabilities		**1,771**	**-**
Debt to credit institutions		2,085	4,882
Payable joint taxation		371	102
Income tax		153	339
Other liabilities		10	5
Current liabilities		**2,619**	**5,328**
Liabilities		**4,390**	**5,328**
Equity and liabilities		**20,640**	**21,156**
Contingent liabilities	10.5		
Proposed distribution of net profit	10.6		
Related parties	10.7		
Shareholder	10.8		
Events after the balance sheet date	10.9		
Parent accounting policies	10.10		

Parent statement of changes in equity

(DKK million)	Share-Capital	Other reserves	Total equity
Equity at 1.1.2023	**4**	**12,750**	**12,754**
Profit for the year	-	1,074	1,074
Capital increase	-	2,000	2,000
Equity at 31.12.2023	**4**	**15,824**	**15,828**
Profit for the year	-	422	422
Equity at 31.12.2024	**4**	**16,246**	**16,250**

Section 10

Notes to parent financial statements

10.1 Employees

(DKK million)	2024	2023
Wages and salaries	18.7	16.7
Social security costs	-	0.1
Employee costs	**18.7**	**16.8**
Average number of full-time employees	14	13
Remuneration to Executive Board included in employee costs:		
Fixed base salary	6.5	6.1
Executive Board	**6.5**	**6.1**
Fees to Board of Directors	**1.7**	**1.9**

In 2024, the basic remuneration of a member of the Parent's Board of Directors was DKK 250,000 (DKK 250,000 in 2023). The Chair of the Board of Directors receives three times the basic remuneration and the Vice Chair one and a half time the basic remuneration.

The remuneration of the Executive Board in William Demant Invest A/S includes salaries and social security.

10.2 Fees to parent's auditors appointed at the annual general meeting

(DKK million)	2024	2023
Statutory audit	0.5	0.5
Total	**0.5**	**0.5**

10.3 Net financial items

(DKK million)	2024	2023
Dividends from subsidiaries	41	1,005
Dividends	122	113
Interest income from subsidiaries	90	-
Valuation adjustment of other investments	-	235
Other financial income	69	5
Gain on disposal of shares in Demant A/S	1,063	1,160
Financial income	**1,385**	**2,518**
Valuation adjustment of other investments	-681	-
Interest to parent	-	-86
Impairment of investments in associates	-83	-1,129
Other financial expenses	-186	-214
Financial expenses	**-950**	**-1,429**
Net financial items	**435**	**1,089**

10.4 Financial assets

(DKK million)	2024 Investments in subsidiaries	2024 Loans to subsidiaries	2024 Investments in associates	2024 Other investments	2023 Investments in subsidiaries	2023 Loans to subsidiaries	2023 Investments in associates	2023 Other investments
Cost at 1.1.	**7,150**	**875**	**9,599**	**3,034**	**7,240**	**-**	**9,753**	**2,938**
Foreign currency translation adjustments	-	-	-	-	-	-	-	-
Additions during the year	22	-	166	-	-	875	472	645
Disposals during the year	-64	-	-	-	-90	-	-	-
Disposals relating to divestments	-	-	-	-	-	-	-	-
Impairments of associates, net	-	-	-83	-	-	-	-1,129	-
Transferred to/from other items	-	-	-	-	-	-	503	-549
Cost at 31.12.	**7,108**	**875**	**9,682**	**3,034**	**7,150**	**875**	**9,599**	**3,034**
Value adjustments at 1.1.	**-**	**-**	**-**	**41**	**-**	**-**	**-**	**-240**
Value adjustments during the year	-	42	-	-681	-	-	-	235
Transferred to/from other items	-	-	-	-	-	-	-	46
Value adjustments at 31.12.	**-**	**42**	**-**	**-640**	**-**	**-**	**-**	**41**
Carrying amount 31.12.	**7,108**	**917**	**9,682**	**2,394**	**7,150**	**875**	**9,599**	**3,075**

As of 1 January 2023, INVISIO has been transferred from Other Investments to Investments in associates.

10.5 Contingent liabilities

William Demant Invest A/S is the administration company of the joint taxation arrangement with the Danish subsidiaries in the William Demant Invest Group and is under an unlimited and joint liability regime for all Danish tax payments and withholding taxes on dividends, interests and royalties from the jointly taxed entities.

10.6 Proposed distribution of net profit

(DKK million)	2024	2023
Retained earnings	422	1,074
Total	**422**	**1,074**

10.7 Related parties

William Demant Foundation, Kongebakken 9, 2765 Smørum, Denmark, is the only related party with a controlling interest. Related parties with significant influence are the Company's Executive Board, Board of Directors and their related parties.

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

In 2024, William Demant Invest A/S paid management fee to Demant A/S of DKK 3 million (DKK 2 million in 2023) and received management fee income from Demant A/S of DKK 7 million (DKK 6 million in 2023).

During 2024, William Demant Invest A/S sold shares in Demant A/S to William Demant Foundation amounting to DKK 0 million (DKK 383.2 million in 2023). Further, William Demant Invest A/S acquired shares in INVISIO AB from William Demant Foundation amounting to DKK 0 million (DKK 382.4 million in 2023).

During the year, William Demant Invest A/S sold shares in Demant A/S to Demant A/S amounting to DKK 227 million (DKK 389.7 in 2023) as part of the share buy-back programme in Demant A/S.

During 2024, William Demant Invest A/S made a capital contribution to WDI 2 ApS, a subsidiary of William Demant Invest A/S, for expenses in the amount of DKK 22.5 million (DKK 0 million in 2023).

All transactions were conducted on market terms.

10.8 Shareholder

The entire share capital is owned by William Demant Foundation, Kongebakken 9, 2765 Smørum, Denmark.

10.9 Events after the balance sheet date

Please refer to Note 8.4.

10.10 Parent accounting policies

The financial statements for the Parent, William Demant Invest A/S, are presented in accordance with the provisions of the Danish Financial Statements Act for class C (large) entities.

The Parent financial statements are presented in Danish kroner (DKK), which is also the functional currency for the Parent. The accounting policies are the same as last year.

The Parent's accounting policies in respect of recognition and measurement are generally consistent with the Group's accounting policies. The instances in which the Parent's accounting policies deviate from those of the Group are described in the following.

Income Statement

Tax

The Parent is administration company in the joint taxation with the Danish subsidiaries in the William Demant Invest Group. Current income tax is allocated to the jointly taxed Danish companies in proportion to their taxable incomes.

The Parent's tax for the year is comprised by tax of the Parent's taxable income for the year, changes to deferred tax and any adjustments for tax on taxable income for previous years. Tax for the year is recognised in the income statement, unless the tax relates to items recognised in equity.

Balance Sheet

Investments in subsidiaries and associates

Investments in subsidiaries and associates are recognised and measured at cost. If cost exceeds the recoverable value, write down to the lower recoverable value will be made. Dividends from investments in subsidiaries and associates are recognised as income in the Parent's income statement under financial income in the financial year in which the dividends are declared.

Other investments

On initial recognition, other investments are measured at cost. Subsequently, they are measured at their fair values on the balance sheet date and any changes in fair values are recognised in the income statement under net financial items.

Loans to and receivables from subsidiaries

Loans to and receivables from subsidiaries are recognised at amortised cost and subsequently measured after deduction of allowance for losses based on an individual assessment.

Section 11

Subsidiaries and associates

Subsidiaries and associates in William Demant Invest A/S

Company	Interest
WDI 2 ApS	100%
Demant A/S, Denmark	55%
Embla Medical hf., Iceland	51%
Vision RT Ltd., United Kingdom	93%
Jeudan A/S, Denmark	42%
Anpartsselskabet af 7.11.2022	33%
Vitrolife AB, Sweden	29%
CellaVision AB, Sweden	20%
Revenio Group Oyj, Finland	20%
INVISIO AB, Sweden	18%
GN Store Nord A/S	>10%

Subsidiaries in Vision RT Ltd.

Company	Interest
Vision RT Ltd, UK	Parent
Vision RT Inc, USA	100%
Vision RT Australia Pty Ltd, Australia	100%
Vision RT India Private Limited, India	100%
Vision RT GmbH, Germany	100%
Vision RT (Shanghai) Limited, China	100%
Vision RT (Beijing) Limited, China	100%
Vision RT LLC, Korea	100%
Vision RT SGRT S.L., Spain	100%
Vision RT Poland Sp. Z o.o.	100%

Subsidiaries in Embla Medical hf.

Company	Interest
Embla Medical hf., Iceland	Parent
APC Prosthetics PTY Ltd, Australia	100%
Össur Americas Inc, USA	100%
Össur Australia PTY Ltd, Australia	100%
Össur Canada Inc, Canada	100%
College Park Industries, Inc, USA	100%
OCH Ortopedi AS, Norway	100%
Ortos A/S, Denmark	100%
Össur Deutschland Gmbh, Germany	100%
Össur Europe BV, Netherlands	100%
Össur France Sarl, France	100%
Össur Hong Kong Ltd, Hong Kong	100%
Össur Iceland ehf, Iceland	100%
Össur Mexico S. de R.L. de C.V, Mexico	100%
Össur Nordic AB, Sweden	100%
Össur Prosth. & Rehabilition Co Ltd, China	100%
Össur UK Ltd, UK	100%
Fior & Gentz GmbH, Germany	100%
TeamOlmed AB, Sweden	100%
Touch Bionics Ltd, UK	100%

Subsidiaries and associates in Demant Group

Company	Interest
Demant A/S	Parent
Oticon A/S, Denmark[1)]	100%
Oticon AS, Norway[1)]	100%
Oticon Denmark A/S, Denmark[1)]	100%
Oticon GmbH, Germany	100%
Oticon Limited, United Kingdom[1)]	100%
Oticon Medical A/S, Denmark[1)]	100%
Oticon Medical AB, Sweden	100%
Oticon Medical, LLC, United States	100%
Oticon Polska Sp. z o.o., Poland[1)]	100%
Oticon, Inc., United States	100%
Oticon (Shanghai) Hearing Technology Co., Ltd., China[1)]	100%
21st Century Hearing Ltd, United Kingdom	100%
AccuQuest Hearing Center, LLC (Texas), United States	100%
AccuQuest Hearing Center, LLC, United States	100%
ACS Audika Sp. z.o.o., Poland	100%
Acustica Sp. z o.o., Poland[1)]	100%
Advanced Hearing Providers, LLC, United States	100%
Akoustica Medica S.A., Greece[1)]	100%
Amplivox Limited, United Kingdom	100%
Audika AB, Sweden[1)]	100%
Audika AG, Switzerland[1)]	100%
Audika ApS, Denmark[1)]	100%
Audika Australia Pty Ltd, Australia	100%
Audika GmbH, Germany	100%
Audika Groupe S.A.S., France[1) 2) 3)]	100%
Audika K.K., Japan[1)]	100%
Audika Management GmbH, Germany	100%
Audika New Zealand Limited, New Zealand[1)]	100%
Audika NV, Belgium[1)]	100%

Company	Interest
Audilab SAS, France[1) 2) 3)]	100%
Audio Seleccion S.L., Spain[1)]	100%
Audiology Services Company USA, LLC, United States[2)]	100%
AudioNet America, Inc., United States	100%
Audmet Australia Pty Ltd, Australia	100%
Audmet Canada Ltd., Canada	100%
Audmet New Zealand Limited, New Zealand[1)]	100%
Audmet Oy, Finland[1)]	100%
Audmet Srl, Italy[1)]	100%
AudPractice Group, LLC, United States	100%
Beijing Shengwang Yuanbo Commerce and Trade Co., Ltd., China[1) 2)]	100%
Bernafon (UK) Limited, United Kingdom[1)]	100%
Bernafon A/S, Denmark[1)]	100%
Bernafon AB, Sweden[1)]	100%
Bernafon AG, Switzerland[1)]	100%
Bernafon Hörgeräte GmbH, Germany	100%
Bernafon, LLC, United States	100%
Birdsong Hearing Benefits, LLC, United States	100%
Braun Hören GmbH & Co. KG, Germany	100%
Braun Hörgeräte GmbH & Co. KG, Germany	100%
Braun Hörgeräte Offenburg GmbH & Co. KG, Germany	100%
Centro Auditivo Telex Ltda., Brazil[2)]	100%
CQ Partners, LLC, United States	100%
Danacom Høreapparater A/S, Denmark[1)]	100%
Dansk HøreCenter ApS, Denmark	100%
Demant Australia Pty Ltd, Australia[1)]	100%
Demant Belgium BV, Belgium[1)]	100%
Demant Business Services Poland Sp. z o.o., Poland[1)]	100%
Demant Iberica, S.A., Spain[1)]	100%
Demant İşitme Cihazları San. Tic. A.Ş, Turkey[1)]	100%

[1] Directly owned by the Parent by 100%
[2] Sub-consolidated group of companies, including associated companies.
[3] Sub-consolidated group of companies, including companies with non-controlling interests.
The list includes the Group's active companies

Subsidiaries and associates in Demant Group

Company	Interest	Company	Interest
Demant Italia S.r.l., Italy[1)]	100%	Diatec Singapore, Singapore	100%
Demant Japan K.K., Japan[1)]	100%	Diatec Spain, S.L.U., Spain[1)]	100%
Demant Korea Co., ltd., Korea, Republic Of[1)]	100%	Dr. B. Schwaller GmbH, Switzerland	100%
Demant Malaysia Sdn. Bhd., Malaysia[1)]	100%	DSEA A/S, Denmark	100%
Demant México, S.A. de C.V., Mexico	100%	e3 Diagnostics, Inc., United States	100%
Demant Nederland B.V., Netherlands[1)]	100%	Entomed Medtech AB, Sweden[1)]	100%
Demant New Zealand Limited, New Zealand[1)]	100%	EPOS Audio Australia Pty Ltd, Australia	100%
Demant Operations Poland Sp. z o.o, Poland	100%	EPOS Audio India Private Limited, India	100%
Demant Operations S.A. de C.V., Mexico	100%	EPOS Audio Ireland Limited, Ireland	100%
Demant Participaçoes Ltda, Brazil	100%	EPOS Audio Singapore Pte. Ltd., Singapore	100%
Demant Sales Strategic Accounts A/S, Denmark[1)]	100%	EPOS Audio UK Ltd., United Kingdom	100%
Demant Schweiz AG, Switzerland[1)]	100%	EPOS Austria GmbH, Austria	100%
Demant Singapore Pte Ltd, Singapore[1)]	100%	EPOS Belgium BV, Belgium	100%
Demant South Africa (Pty) Ltd., South Africa[1)]	100%	EPOS Canada Ltd., Canada[1)]	100%
Demant Sweden AB, Sweden[1)]	100%	EPOS France S.A.S, France	100%
Demant Technology & Innovation Centre Sdn. Bhd., Malaysia[1)]	100%	EPOS Germany GmbH, Germany	100%
Demant Technology Centre Sp. z o.o., Poland[1)]	100%	EPOS Group A/S, Denmark	100%
DGS Diagnostics Sp. z o.o., Poland	100%	EPOS Hong Kong Limited, Hong Kong	100%
Diagnostic Group LLC, United States	100%	EPOS Japan Kabushiki Kaisha, Japan	100%
Diatec A/S, Denmark[1)]	100%	EPOS Netherlands B.V., Netherlands	100%
Diatec AG, Switzerland[1)]	100%	EPOS Sales A/S, Denmark	100%
Diatec Canada Ltd., Canada	100%	EPOS Sweden AB, Sweden	100%
Diatec Diagnostics GmbH, Germany[1)]	100%	EPOS Switzerland AG, Switzerland	100%
Diatec Diagnostics Ltd, United Kingdom	100%	EPOS USA, Inc., United States	100%
Diatec France SAS, France	100%	Etymonic Design Inc., Canada[1)]	100%
Diatec Japan K.K., Japan[1)]	100%	Fluorite Sp. z o.o., Poland	100%
Diatec Korea Joshik Hoesa, Korea, Republic Of[1)]	100%	Frey & Bührer Hörsysteme GmbH, Germany	100%
Diatec New Zealand Limited, New Zealand	100%	Fuel Medical Group, LLC, United States	100%
Diatec Polska Sp. z o.o., Poland[1)]	100%	G. Roberts (Hearing Aids) Ltd., United Kingdom	100%
Diatec Shanghai Medical Technology Co., Ltd., China[1)]	100%	Great Lakes Provider Network, LLC, United States	100%

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Subsidiaries and associates in Demant Group

Company	Interest
Guymark UK Limited, United Kingdom	100%
HearBase Limited, United Kingdom	100%
Hearing Screening Associates, LLC, United States	100%
HearingLife Canada Ltd., Canada[1) 2) 3)]	100%
Hidden Hearing (N.I.) Limited, United Kingdom	100%
Hidden Hearing (Portugal), Unipessoal, Lda., Portugal[1)]	100%
Hidden Hearing International Plc, United Kingdom[1)]	100%
Hidden Hearing Limited, Ireland[1)]	100%
Hidden Hearing Limited, United Kingdom	100%
Hidden Hearing Properties Ltd, United Kingdom	100%
Horgerate-Akustik Flemming & Klingbeil Verwaltungs-GmbH, Germany	100%
Hörgeräte-Akustik Flemming & Klingbeil GmbH & Co. KG, Germany	100%
IDEA Isitme Sistemleri Sanayi ve Ticaret A.S., Turkey[1)]	100%
Interacoustics A/S, Denmark[1)]	100%
Interacoustics Pty Ltd, Australia	100%
Inventis North America Inc., United States	100%
Inventis S.r.l., Italy[1)]	100%
ITSA Medical SAS, France[1)]	100%
Kuulopiiri Oy, Finland[1)]	100%
Langer Hörstudio GmbH, Germany	100%
LeDiSo Italia S.r.l., Italy[1)]	100%
Maico Diagnostics GmbH, Germany[1)]	100%
Maico S.r.l., Italy[1)]	100%
Mediszintech Audiologica Kft., Hungary[1)]	100%
MedRx, Inc., United States	100%
Medton Ltd., Israel[1)]	100%
Medton Retail Ltd., Israel	100%
Mr. Optik GmbH, Germany[2)]	100%
myHearingU, LLC, United States	100%
Northeast Hearing Instruments, LLC, United States	100%

Company	Interest
Philiear Inc., Philippines[1)]	100%
Prodition SAS, France[1)]	100%
Ritter Hörgeräte GmbH, Germany	100%
SBO Hearing A/S, Denmark[1)]	100%
SBO Hearing US, Inc., United States	100%
SBO International Sales A/S, Denmark[1)]	100%
Sevenoaks Hearing Care Centre Ltd, United Kingdom	100%
Shanghai YinPo Technology Co., Ltd., China	100%
Sonic AG (Sonic SA) (Sonic Ltd.), Switzerland[1)]	100%
Sonic Equipment Australia Pty Ltd, Australia	100%
Sonic Innovations, Inc., United States	100%
Synapsys S.A.S, France	100%
Udicare S.r.l., Italy[1)]	100%
Value Hearing (Pty) Ltd., South Africa[1)]	100%
Van Boxtel Hoorwinkels B.V., Netherlands	100%
Virtualis VR, Corp., United States	100%
WDH Germany GmbH, Germany[1)]	100%
WDH NR. 11 A/S, Denmark[1)]	100%
WDH UK Limited, United Kingdom[1)]	100%
WDH USA, Inc., United States[1)]	100%
Workplace Integra Inc., United States	100%
Your Hearing Network, LLC, United States	100%
Colorado Hearing, LLC, United States	80%
Destin Hearing Associates, LLC, United States	70%
Virtualis SAS, France	55%
Conc. Maico - Centro Otoacustico Marchesin S.r.l., Italy	50%
European Hearing Care (Myanmar) Limited, Myanmar	50%
Exclusive Hearing Limited, United Kingdom	49%
Microfon S.r.l., Italy	49%
Otic Hearing Solutions Private Limited, India	49%

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The list includes the Group's active companies

Subsidiaries and associates in Demant Group

Company	Interest
Ma.Bi.Ge Bioacustica S.r.l., Italy	49%
AIRD S.r.l., Italy	40%
Audiology Concepts, LLC, United States	40%
Audiology Specialty Clinics of Minnesota, LLC, United States	40%
Audition Bahuaud SAS, France	40%
Dencker A/S, Denmark	40%
Istituto Acustica Italia S.r.l., Italy	40%
Vocechiara S.r.l., Italy	40%
Acustica Umbra S.r.l., Italy	35%
Centro Audioprotesico Lombardo S.r.l., Italy	35%
Euro Hearing LLC, Uzbekistan	35%
TruEar LLC, United States	35%
Fonema Italia S.r.l., Italy	30%
HearWell Audiology Clinics Inc., Canada	25%
HIMSA A/S, Denmark	25%
Imperial Hearing Limited, United Kingdom	25%
Acufon S.r.l., Italy	20%
Audiovox Preduzece Za Izradu I Promet Ortopedskih Pomagaladoo, Serbia	20%
Bontech Research CO D.o.o., Croatia	20%
HIMSA II A/S, Denmark	20%
The Hearing Doctors of Georgia, LLC, United States	20%
K/S HIMPP, Denmark	18%
HIMSA II K/S, Denmark	15%
HIMPP A/S, Denmark	14%

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[2] Sub-consolidated group of companies, including associated companies.
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The list includes the Group's active companies

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