
Implement Komplementar A/S

Strandvejen 54, DK-2900 Hellerup

Annual Report for
1 July 2022 - 30 June 2023

CVR No. 11 73 78 03

The Annual Report was
presented and adopted
at the Annual General
Meeting of the
company
on 12/10 2023

David Williams
Chairman of the
general meeting



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Management's statement

The Executive Board and Board of Directors have today considered and adopted the Financial Statements of Implement Komplementar A/S for the financial year 1 July 2022 - 30 June 2023.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements give a true and fair view of the financial position at 30 June 2023 of the Company and of the results of the Company operations for 2022/23.

We recommend that the Financial Statements be adopted at the Annual General Meeting.

Hellerup, 12 October 2023

Executive Board

Niels Olaf Ahrengot
CEO

Board of Directors

Stig Skov Albertsen
Chairman

Rikke Sick Børgesen

Palle Thesbjerg Mehlsen

Henrik Horn Andersen

Lars Saur Feldstedt

Mark Patrick Sprauer

Gunvor Jøsendal
Employee representative

Rikke Fladberg Nielsen
Employee representative

Independent Auditor's report

To the shareholders of Implement Komplementar A/S

Opinion

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 30 June 2023 and of the results of the Company's operations for the financial year 1 July 2022 - 30 June 2023 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of Implement Komplementar A/S for the financial year 1 July 2022 - 30 June 2023, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies ("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 Company 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.

Management's responsibilities for the Financial Statements

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

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

Auditor's responsibilities for the audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

Independent Auditor's report

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.

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

Hellerup, 12 October 2023

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab

CVR No 33 77 12 31

Jacob F Christiansen

State Authorised Public Accountant

mne18628

Henrik Ødegaard

State Authorised Public Accountant

mne31489

Company information

The Company	Implement Komplementar A/S Strandvejen 54 DK-2900 Hellerup CVR No: 11 73 78 03 Financial period: 1 July 2022 - 30 June 2023 Incorporated: 1 November 1987 Financial year: 35th financial year Municipality of reg. office: Gentofte
Board of Directors	Stig Skov Albertsen, chairman Rikke Sick Børgesen Palle Thesbjerg Mehlsen Henrik Horn Andersen Lars Saur Feldstedt Mark Patrick Sprauer Gunvor Jøsendal, employee representative Rikke Fladberg Nielsen, employee representative
Executive Board	Niels Olaf Ahrengot
Auditors	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab Strandvejen 44 DK-2900 Hellerup

Income statement 1 July 2022 - 30 June 2023

	Note	2022/23	2021/22
		DKK	DKK
Gross loss		-41,878	-20,854
Financial income		32,454,889	24,502,544
Financial expenses		-19,069	-194,891
Profit/loss before tax		32,393,942	24,286,799
Tax on profit/loss for the year	2	-10,000,313	-6,588,829
Net profit/loss for the year		22,393,629	17,697,970

Distribution of profit

	2022/23	2021/22
	DKK	DKK
Proposed distribution of profit		
Proposed dividend for the year	28,565,647	26,372,942
Retained earnings	-6,172,018	-8,674,972
	22,393,629	17,697,970

Balance sheet 30 June 2023

Assets

	Note	2022/23 DKK	2021/22 DKK
Other investments	3	36,312,000	33,869,044
Fixed asset investments		36,312,000	33,869,044
Fixed assets		36,312,000	33,869,044
Other receivables		163,140	99,517
Corporation tax		0	4,440,023
Receivables		163,140	4,539,540
Cash at bank and in hand		17,611,836	11,864,272
Current assets		17,774,976	16,403,812
Assets		54,086,976	50,272,856

Balance sheet 30 June 2023

Liabilities and equity

	Note	2022/23	2021/22
		DKK	DKK
Share capital		5,667,000	5,232,000
Retained earnings		13,388,202	8,167,569
Proposed dividend for the year		28,565,647	26,372,942
Equity		47,620,849	39,772,511
Trade payables		42,000	43,634
Corporation tax		6,376,126	0
Other payables		48,001	10,456,711
Short-term debt		6,466,127	10,500,345
Debt		6,466,127	10,500,345
Liabilities and equity		54,086,976	50,272,856

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Statement of changes in equity

	Share capital	Retained earnings	Proposed dividend for the year	Total
	DKK	DKK	DKK	DKK
Equity at 1 July	5,232,000	8,167,569	26,372,942	39,772,511
Cash capital increase	435,000	11,392,651	0	11,827,651
Ordinary dividend paid	0	0	-26,372,942	-26,372,942
Net profit/loss for the year	0	-6,172,018	28,565,647	22,393,629
Equity at 30 June	5,667,000	13,388,202	28,565,647	47,620,849

Notes to the Financial Statements

1. Key activities

The main activity of the Company is to be general partner of Implement Consulting Group P/S.

	<u>2022/23</u>	<u>2021/22</u>
	DKK	DKK
2. Income tax expense		
Current tax for the year	8,941,335	6,588,829
Adjustment of tax concerning previous years	<u>1,058,978</u>	<u>0</u>
	<u>10,000,313</u>	<u>6,588,829</u>

3. Other fixed asset investments

	<u>Other investments</u>
	DKK
Cost at 1 July	33,869,044
Additions for the year	<u>2,442,956</u>
Cost at 30 June	<u>36,312,000</u>
Carrying amount at 30 June	<u>36,312,000</u>

4. Contingent assets, liabilities and other financial obligations

The company has provided an unlimited guarantee for Implement Consulting Group P/S regarding all debt in Danske Bank, which as of 30 June 2023 amounts to DKK 6,510,085

Notes to the Financial Statements

5. Accounting policies

The Annual Report of Implement Komplementar A/S for 2022/23 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class B as well as selected rules applying to reporting class C.

The accounting policies applied remain unchanged from last year.

The Financial Statements for 2022/23 are presented in DKK.

Recognition and measurement

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

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

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

Certain financial assets and liabilities are measured at amortised cost, which involves the recognition of a constant effective interest rate over the maturity period. Amortised cost is calculated as original cost less any repayments and with addition/deduction of the cumulative amortisation of any difference between cost and the nominal amount. In this way, capital losses and gains are allocated over the maturity period.

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

Income statement

Other external expenses

Other external expenses comprise expenses for administration.

Gross loss

With reference to section 32 of the Danish Financial Statements Act, gross profit/loss comprises of other external expenses.

Financial income and expenses

Financial income and expenses comprise interest, dividend, fees as well as extra payments and repayment under the on account taxation scheme.

Tax on profit/loss for the year

Tax for the year consists of current tax for the year and deferred tax for the year. The tax attributable to the profit for year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

Any changes in deferred tax due to changes to tax rates are recognised in the income statement.

Balance sheet

Fixed asset investments

Other Investments, which consist of shares in Implement Consulting Group P/S are measured at cost.

Notes to the Financial Statements

Receivables

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

Equity

Dividend

Dividend distribution proposed by Management for the year is disclosed as a separate equity item.

Current tax receivables and liabilities

Current tax receivables and liabilities are recognised in the balance sheet at the amount calculated on the basis of the expected taxable income for the year adjusted for tax on taxable incomes for prior years. Tax receivables and liabilities are offset if there is a legally enforceable right of set-off and an intention to settle on a net basis or simultaneously.

Financial debts

Debts are measured at amortised cost, substantially corresponding to nominal value.