# JS World Media A/S

Aros Allé 1, 8000 Aarhus C

CVR no. 21 42 72 84

## Annual report 2019

Approved at the Company's annual general meeting on 17 June 2020

Chairman:

....................................................
Peter V. Ekstrøm

Penneo dokumentnøgle: FW0PM-06T8Z-W1E47-AIIH2-QQB0L-BO2UO

Building a better working world

## Contents



Penneo dokumentnøgle: FW0PM-06T8Z-W1E47-AIIH2-QQB0L-BO2UO

## Statement by the Board of Directors and the Executive Board

The Board of Directors and the Executive Board have today discussed and approved the annual report of JS World Media A/S for the financial year 1 January – 31 December 2019.

The annual report has been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2019 and of the results of their operations and consolidated cash flows for the financial year 1 January – 31 December 2019.

Further, in our opinion, the Management's review gives a fair review of the development in the Group's and the Parent Company's operations and financial matters, the results for the year and the Group's and the Parent Company's financial position.

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

Aarhus, 17 June 2020
Executive Board:

Henrik Bergholdt
CEO

Board of Directors:

| | | |
|---|---|---|
| Jens B. Stausholm<br>Chairman | Peter V. Ekstrøm | Henrik Bergholdt |

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# Independent auditor's report

## To the shareholders of JS World Media A/S

### Opinion

We have audited the consolidated financial statements and the parent company financial statements of JS World Media A/S for the financial year 1 January – 31 December 2019, which comprise income statement, balance sheet, statement of changes in equity and notes, including accounting policies, for both the Group and the Parent Company, and a consolidated cash flow statement. The consolidated financial statements and the parent company financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2019 and of the results of the Group's and the Parent Company's operations as well as the consolidated cash flows for the financial year 1 January – 31 December 2019 in accordance with the Danish Financial Statements Act.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements and the parent company financial statements" (hereinafter collectively referred to as "the financial statements") section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Independence*

We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

### Management's responsibility for the financial statements

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

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

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

Our objectives are to obtain reasonable assurance as to 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 the 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.

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## Independent auditor's report

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the note disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

### Statement on the Management's review

Management is responsible for the Management's review.

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

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

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

Based on the work we have performed, we conclude that the Management's review is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement of the Management's review.

Aarhus, 17 June 2020
ERNST & YOUNG
Godkendt Revisionspartnerselskab
CVR no. 30 70 02 28

Jes Lauritzen
State Authorised
Public Accountant
mne10121

Morten Klarskov Larsen
State Authorised
Public Accountant
mne32736

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## Management's review

### Company details

| | |
|---|---|
| Name | JS World Media A/S |
| Address, zip code, city | Aros Allé 1, 8000 Aarhus C |
| | |
| CVR no. | 21 42 72 84 |
| Established | 20 November 1998 |
| Registered office | Aarhus |
| Financial year | 1 January – 31 December |
| | |
| Board of Directors | Jens B. Stausholm, Chairman<br>Peter V. Ekstrøm<br>Henrik Bergholdt |
| | |
| Executive Board | Henrik Bergholdt |
| | |
| Auditor | Ernst & Young Godkendt Revisionspartnerselskab<br>Værkmestergade 25, 8000 Aarhus C |

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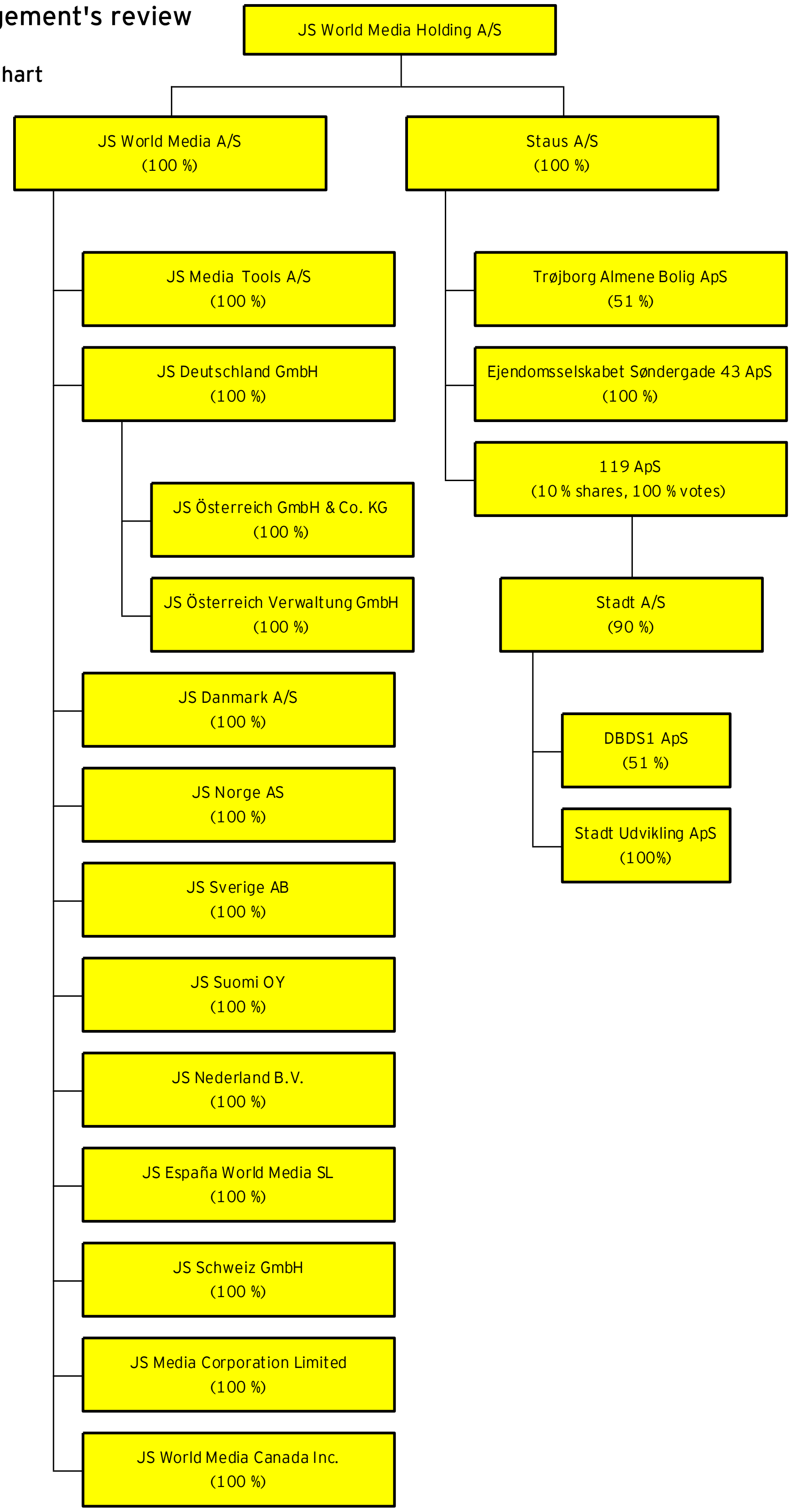
## Management's review

### Group chart

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## Management's review

### Financial highlights for the Group

| DKK'000 | 2019 | 2018 | 2017 | 2016 | 2015 |
|---|---|---|---|---|---|
| **Key figures** | | | | | |
| Revenue | 250,935 | 236,489 | 266,815 | 305,985 | 318,848 |
| Gross profit | 181,184 | 166,764 | 188,386 | 208,566 | 224,185 |
| Operating profit | 20,841 | 11,363 | 21,065 | 17,496 | 37,684 |
| Profit from net financials | 593 | 547 | 1,148 | 899 | 704 |
| **Profit for the year** | **15,936** | **8,075** | **16,167** | **12,159** | **29,059** |
| Total assets | 207,427 | 182,432 | 171,294 | 163,115 | 168.386 |
| Portion relating to investment in property, plant and equipment | 880 | 912 | 3,267 | 4,614 | 6,426 |
| **Equity** | **140,783** | **124,745** | **116,723** | **100,863** | **97,890** |
| Cash flows from operating activities | 29,867 | -4,953 | 29,239 | -7,153 | 38,575 |
| Cash flows from investing activities | -559 | -904 | -940 | -4,148 | -5,538 |
| Cash flows from financing activities | 1,227 | 0 | 0 | -9,059 | -20,000 |
| **Total cash flows** | **30,535** | **-5,858** | **15,135** | **-20,360** | **13,037** |
| **Financial ratios** | | | | | |
| Operating margin | 8.3 | 4.8 | 7.9 | 5.7 | 11.8 |
| Return on invested capital | 15.3 | 9.3 | 15.0 | 26.6 | 28.0 |
| Gross margin | 72.2 | 70.5 | 70.6 | 68.2 | 70.3 |
| Current ratio | 336.0 | 328.7 | 312.3 | 251.5 | 227.9 |
| Solvency ratio | 67.9 | 68.5 | 68.1 | 61.8 | 58.1 |
| Return on equity | 12.0 | 7.1 | 15.1 | 24.1 | 31.2 |
| **Average number of full-time employees** | **384** | **368** | **431** | **480** | **490** |

The financial ratios stated in the survey of financial highlights have been calculated as follows:

Operating margin $$\frac{\text{Operating profit (EBIT) x 100}}{\text{Revenue}}$$

Return on invested capital $$\frac{\text{Operating profit x 100}}{\text{Average invested capital}}$$

Invested capital: Operating intangible assets and property, plant and equipment plus net working capital

Gross margin $$\frac{\text{Gross profit x 100}}{\text{Revenue}}$$

Current ratio $$\frac{\text{Current assets x 100}}{\text{Current liabilities}}$$

Solvency ratio $$\frac{\text{Equity at year end x 100}}{\text{Total equity and liabilities at year end}}$$

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

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## Management's review

### Business review for the Group

The Group's business model is sale and production of interactive brochures funded by suppliers, and the Company has activities in Denmark, Iceland, Norway, Sweden, Finland, Germany, the Netherlands, Austria, Switzerland and Spain. The Group established its activities in 1993, and the corporate form has changed to public limited company over the years. All sales are made by our employees through telesales and physical meetings with brochure customers. Sale of advertisements is made solely through telesales. The production of the interactive brochures is handled partly by our own employees and partly by external subsuppliers.

### Development in activities and financial matters

The Group's income statement for 2019 shows increased profit compared with 2018. Profit for the year amounts to DKK 15,936 thousand against a profit of DKK 8,075 thousand in 2018.

The Group's balance sheet at 31 December 2019 shows equity of DKK 140,783 thousand (2018: DKK 124,745 thousand) and equity interest of 68.2% (2018: 68.5%).

Group Management considers the results satisfactory.

### Investments

In line with the Group's strategy, further investments were made in products and improvements of existing products. The Group will continue to invest in new products and markets in 2020.

### Intellectual capital

In 2019, according to group strategy, major investments were made in the recruitment and training of employees to increase their skills. These investments form part of the group strategy to support the Group's future growth potential.

### Corporate social responsibility, including human rights and climate

The Group's primary activities comprise sale and production of brochures, magazines and films. Based on an analysis of the Group's activities, the Group is not considered to have significant risks associated with and as a consequence of

- human rights
- climate
- environment
- social matters
- anti-corruption.

Nevertheless, the Group strives to live up to international stands and standards in the countries in which the Group is represented.

Consequently, the Group has not prepared any policies on these matters and does not register actions within these areas, if any. Moreover, no performance in these areas is measured either.

### Goals and policies regarding gender distribution in Management

The Group always strives at recruiting the best suitable board members, managers and other employees irrespective of gender, race or religion. The Group's and the Company's recruitment and staff policies support this practice.

As a family-owned business, the Group has a long-term strategy and objective. The members of the Board of Directors are recruited with this in mind and therefore have a long-standing relation with the Group. The aim is to maintain stability and continuity in the composition of the Board of Directors going forward.

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## Management's review

The Board of Directors of the Company consists of three members who are elected at the annual general meeting. At present, all the members are men. A target is set at a 33/67 distribution so that the gender ratio of the Board of Directors will be one member of one gender and two members of the other gender. We aim to achieve the target no later than in 2024.

Henrik Bergholdt was elected to the Board of Directors this year. In connection with the new election, the elected member was considered the best candidate for the Board of Directors taking into consideration the Company's current situation, but a different gender composition is still the target.

The Board of Directors and the Executive Board commit to continuously work for and encourage that persons of the underrepresented gender run for election for the Board of Directors at the annual general meetings.

The Group's target/policy is to increase the ratio of the underrepresented gender at the other levels of management. The other levels of management in the Group are defined as the Group Executive Board and other executives with staff responsibilities. These levels of management usually consist of 6-8 people. A target ratio of 33/67 in Management has been set; the low target is due to industry factors. It is regularly considered how to strengthen the other levels of management by increased diversity, including in terms of gender. The Group strives to interview qualified candidates of both genders when executive positions are refilled.

The Executive Board and Management of the JS World Media Holding Group currently consist of six people in charge of management, of whom one is female. As there have been no replacements during the year, one gender has been overrepresented since the beginning of 2013. The Company still strives to achieve the target through future recruitment.

The aim is to have at least one candidate of each gender among the final three candidates in the recruitment process.

### Events after the balance sheet date

No events materially affecting the Group's and the Company's financial position have occurred subsequent to the financial year end, except for the outbreak of the global COVID-19 crisis. COVID-19 affects the Group's and the Company's expectations for 2020 as explained in the outlook section below.

### Outlook

The Group's Management expects improved results for 2020 compared with 2019. Due to the COVID-19 outbreak, this expectation is subject to considerable uncertainty as the effect on order intake is unknown. However, the expectation is the best estimate at the time of presentation.

### Risks

The Group is not exposed to any unusual risks.

The Group's currency risks primarily relate to foreign subsidiaries' results at year end, which are translated into Danish kroner based on average exchange rates; however, the majority of the Group's foreign entities are domiciled in EUR countries. In general, the foreign entities are not affected by exchange rate fluctuations, as income and expenses are settled in local currencies.

The Group's credit risks relate to financial assets. Credit risks in relation to financial assets correspond to the values recognised in the balance sheet. The Group is not exposed to any major risks regarding one particular customer or business partner.

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

### Income statement

| | | Group | | Parent | |
|---|---|---|---|---|---|
| Note | DKK'000 | 2019 | 2018 | 2019 | 2018 |
| 2 | **Revenue** | 250,935 | 236,489 | 16,163 | 16,066 |
| | Other operating income | 360 | 131 | 0 | 0 |
| | Cost of sales/production costs | -27,255 | -27,881 | 0 | 0 |
| 3 | Other external costs | -42,856 | -41,975 | -5,442 | -5,550 |
| | **Gross profit** | 181,184 | 166,764 | 10,721 | 10,516 |
| 4 | Staff costs | -158,475 | -151,637 | -9,784 | -9,323 |
| 5 | Depreciation on property, plant and equipment and amortisation of intangible assets | -1,733 | -3,756 | -276 | -317 |
| | Other operating costs | -135 | -8 | -29 | 0 |
| | **Operating profit** | 20,841 | 11,363 | 632 | 876 |
| | Share of profit/loss in subsidiaries | 0 | 0 | 15,489 | 7,538 |
| 6 | Financial income | 1,268 | 1,031 | 959 | 922 |
| 7 | Financial expenses | -675 | -484 | -557 | -480 |
| | **Profit before tax** | 21,434 | 11,910 | 16,523 | 8,856 |
| 8 | Tax for the year | -5,498 | -3,835 | -587 | -781 |
| | **Profit for the year** | 15,936 | 8,075 | 15,936 | 8,075 |

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

## Balance sheet

| | | Group | | Parent | |
|---|---|---|---|---|---|
| Note | DKK'000 | 2019 | 2018 | 2019 | 2018 |
| | **ASSETS** | | | | |
| | **Non-current assets** | | | | |
| 9 | **Intangible assets** | | | | |
| | Goodwill | 0 | 0 | 0 | 0 |
| | | 0 | 0 | 0 | 0 |
| 10 | **Property, plant and equipment** | | | | |
| | Fixtures and fittings, tools and equipment | 3,114 | 4,295 | 850 | 857 |
| | | 3,114 | 4,295 | 850 | 857 |
| | **Investments** | | | | |
| 11 | Equity investments in subsidiaries | 0 | 0 | 47,510 | 41,295 |
| | Other receivables | 870 | 883 | 0 | 0 |
| | | 870 | 883 | 47,510 | 41,295 |
| | **Total non-current assets** | 3,984 | 5,178 | 48,360 | 42,152 |
| | **Current assets** | | | | |
| | **Receivables** | | | | |
| | Trade receivables | 28,662 | 26,617 | 0 | 0 |
| 12 | Construction contracts | 4,373 | 4,158 | 0 | 0 |
| | Receivables from group entities | 85,231 | 90,391 | 99,277 | 94,626 |
| | Receivables from associates | 31 | 0 | 31 | 0 |
| 16 | Corporation tax receivable | 5,050 | 3,149 | 0 | 0 |
| 15 | Deferred tax asset | 185 | 328 | 252 | 321 |
| | Other receivables | 4,634 | 5,240 | 1,824 | 2,072 |
| 13 | Prepayments | 4,173 | 4,403 | 692 | 749 |
| | | 132,339 | 134,286 | 102,076 | 97,768 |
| | **Cash** | 71,104 | 42,968 | 7,296 | 6,411 |
| | **Total current assets** | 203,443 | 177,254 | 109,372 | 104,179 |
| | **TOTAL ASSETS** | 207,427 | 182,432 | 157,732 | 146,331 |

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

## Balance sheet

| Note | DKK'000 | Group 2019 | Group 2018 | Parent 2019 | Parent 2018 |
|---|---|---|---|---|---|
| | **EQUITY AND LIABILITIES** | | | | |
| | **Equity** | | | | |
| 14 | Share capital | 558 | 558 | 558 | 558 |
| | Retained earnings | 140,225 | 124,187 | 140,225 | 124,187 |
| | **Total equity** | 140,783 | 124,745 | 140,783 | 124,745 |
| | **Provisions** | | | | |
| 15 | Deferred tax | 5,172 | 3,606 | 0 | 0 |
| | Provision, equity investments in group entities | 0 | 0 | 0 | 309 |
| | **Total provisions** | 5,172 | 3,606 | 0 | 309 |
| | **Liabilities other than provisions** | | | | |
| | **Non-current liabilities other than provisions** | | | | |
| 19 | Other payables | 928 | 0 | 435 | 0 |
| | | 928 | 0 | 435 | 0 |
| | **Current liabilities other than provisions** | | | | |
| | Bank loans | 518 | 3,254 | 518 | 3,254 |
| | Lease liabilities | 299 | 0 | 299 | 0 |
| 12 | Construction contracts | 21,102 | 17,269 | 0 | 0 |
| | Trade payables | 3,796 | 4,165 | 793 | 475 |
| | Payables to group entities | 0 | 0 | 11,932 | 14,792 |
| | Payables to associate entities | 0 | 28 | 0 | 28 |
| 16 | Corporation tax | 2,228 | 991 | 153 | 266 |
| | Other payables | 29,025 | 25,604 | 2,819 | 2,462 |
| 17 | Deferred income | 3,576 | 2,770 | 0 | 0 |
| | | 60,544 | 54,081 | 16,514 | 21,277 |
| | **Total liabilities other than provisions** | 61,472 | 54,081 | 16,949 | 21,277 |
| | **TOTAL EQUITY AND LIABILITIES** | 207,427 | 182,432 | 157,732 | 146,331 |

1 Accounting policies
18 Treasury shares
20 Contractual obligations and contingencies, etc.
21 Mortgages and collateral
22 Related party disclosures

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

## Statement of changes in equity

| Note | DKK'000 | Group Share capital | Group Retained earnings | Group Total |
|---|---|---|---|---|
| | Equity at 1 January 2018 | 558 | 116,165 | 116,723 |
| 23 | Transfer, see "Distribution of profit/loss" | 0 | 8,075 | 8,075 |
| | Foreign exchange adjustments, foreign subsidiary | 0 | -53 | -53 |
| | **Equity at 1 January 2019** | 558 | 124,187 | 124,745 |
| 23 | Transfer, see "Distribution of profit/loss" | 0 | 15,936 | 15,936 |
| | Foreign exchange adjustments, foreign subsidiary | 0 | 102 | 102 |
| | **Equity at 31 December 2019** | 558 | 140,225 | 140,783 |

| Note | DKK'000 | Parent Share capital | Parent Retained earnings | Parent Total |
|---|---|---|---|---|
| | Equity at 1 January 2018 | 558 | 116,165 | 116,723 |
| 23 | Transfer, see "Distribution of profit/loss" | 0 | 8,075 | 8,075 |
| | Foreign exchange adjustments, foreign subsidiary | 0 | -53 | -53 |
| | **Equity at 1 January 2019** | 558 | 124,187 | 124,745 |
| 23 | Transfer, see "Distribution of profit/loss" | 0 | 15,936 | 15,936 |
| | Foreign exchange adjustments, foreign subsidiary | 0 | 102 | 102 |
| | **Equity at 31 December 2019** | 558 | 140,225 | 140,783 |

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

## Cash flow statement

| Note | DKK'000 | Group 2019 | 2019 |
|---|---|---|---|
| | Revenue | 250,935 | 236,489 |
| | Costs | -228,726 | -221,370 |
| | Cash generated from operations before changes in working capital | 22,209 | 15,119 |
| 24 | Changes in working capital | 11,381 | -14,858 |
| | Cash generated from operations | 33,590 | 261 |
| | Net interest received and paid | 356 | 519 |
| | Cash generated from operations | 33,946 | 780 |
| | Corporation tax paid | -4,079 | -5,735 |
| | **Cash flows from operating activities** | 29,867 | -4,955 |
| | Acquisition of property, plant and equipment | -880 | -912 |
| | Disposal of property, plant and equipment | 321 | 8 |
| | **Cash flows from investing activities** | -559 | -904 |
| | Proceeds of debt, other payables | 928 | 0 |
| | Proceeds of debt, finance leases | 351 | 0 |
| | Repayments, finance leases | -52 | 0 |
| | **Cash flows from financing activities** | 1,227 | 0 |
| | **Net cash flows from operating, investing and financing activities** | 30,535 | -5,859 |
| | Cash and cash equivalents at 1 January | 39,714 | 45,865 |
| | Foreign exchange adjustments | 337 | -292 |
| | **Cash and cash equivalents at 31 December** | 70,586 | 39,714 |

The cash flow statement cannot be directly derived from the other components of the consolidated financial statements and the parent company financial statements.

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

## Notes

1 **Accounting policies**

The annual report of JS World Media A/S for 2019 has been prepared in accordance with the provisions in the Danish Financial Statements Act applying to large reporting class C entities.

The financial statements have been prepared in accordance with the same accounting policies as last year.

## Consolidated financial statements

*Control*

The consolidated financial statements comprise the parent company, JS World Media A/S, and subsidiaries in which JS World Media A/S directly or indirectly holds more than 50% of the voting rights or which it, in some other way, controls.

Control means the power to exercise decisive influence over a subsidiary's financial and operating decisions. Moreover, the possibility of yielding a return from the investment is required.

In assessing whether the Parent Company controls an entity, de facto control is also taken into consideration.

The existence of potential voting rights that may currently be exercised or converted into additional voting rights is considered when assessing whether an entity may become empowered to exercise decisive influence over another entity's financial and operating decisions.

*Preparation of consolidated financial statements*

The consolidated financial statements are prepared as a consolidation of the Parent Company's and the individual subsidiaries' financial statements, which are prepared according to the Group's accounting policies. On consolidation, intra-group income and expenses, shareholdings, intra-group balances and dividends as well as realised and unrealised gains on intra-group transactions are eliminated. Unrealised gains on transactions with associates are eliminated in proportion to the Group's interest in the entity. Unrealised losses are eliminated in the same way as unrealised gains unless they do not reflect impairment.

The subsidiaries' financial statement items are included 100% in the consolidated financial statements. Non-controlling interests' share of the profit/loss for the year and of the equity of subsidiaries that are not wholly-owned is included in the Group's profit/loss and equity, respectively, but is presented separately.

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

### Business combinations

Newly acquired entities are recognised in the consolidated financial statements from the acquisition date. Entities sold or otherwise disposed of are recognised in the consolidated financial statements up to the date of disposal. Comparative figures are not restated to reflect newly acquired entities. Discontinued operations are presented separately, see below.

The acquisition date is the date when the Group actually obtains control of the acquired entity.

The purchase method is applied to acquisitions of new businesses over which the Group obtains control. The acquired businesses' identified assets, liabilities and contingent liabilities are measured at fair value at the acquisition date. Identifiable intangible assets are recognised if they are separable or arise from a contractual right. Deferred tax on revaluations is recognised.

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

## Notes

### 1 Accounting policies (continued)

Positive differences (goodwill) between, on the one hand, the consideration for the acquired entity, the value of non-controlling interests in the acquired entity and the fair value of any previously acquired equity investments and, on the other hand, the fair value of the assets, liabilities and contingent liabilities acquired are recognised as goodwill in intangible assets. Goodwill is amortised on a straight-line basis in the income statement based on an individual assessment of the economic life of the asset.

Negative differences (negative goodwill) are recognised in the income statement at the acquisition date.

Upon acquisition, goodwill is allocated to the cash-generating units, which subsequently form the basis for impairment testing. Goodwill and fair value adjustments in connection with the acquisition of a foreign entity with a functional currency different from the Group's presentation currency are accounted for as assets and liabilities belonging to the foreign entity and are, on initial recognition, translated into the foreign entity's functional currency using the exchange rate at the transaction date.

The purchase consideration for an entity consists of the fair value of the agreed consideration in the form of assets transferred, liabilities assumed and equity instruments issued. If part of the purchase consideration is contingent on future events or compliance with agreed terms, such part of the purchase consideration is recognised at fair value at the acquisition date. Subsequent adjustments of contingent purchase considerations are recognised in the income statement.

Expenses incurred to acquire entities are recognised in the income statement in the year in which they are incurred.

#### Foreign currency translation

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

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

Foreign subsidiaries are considered separate entities. The income statements are translated at the average exchange rates for the month, and the balance sheet items are translated at the exchange rates at the balance sheet date. Foreign exchange differences arising on translation of the opening equity of foreign subsidiaries at the exchange rates at the balance sheet date and on translation of the income statements from average exchange rates to the exchange rates at the balance sheet date are recognised directly in equity.

### Income statement

#### Revenue

Revenue is recognised in the income statement provided that delivery and transfer of risk in the form of magazine production to the buyer have taken place before year end and that the income can be reliably measured and is expected to be received. Revenue is measured ex. VAT and taxes charged on behalf of third parties.

Construction contracts are recognised as revenue by reference to the stage of completion. Accordingly, revenue corresponds to the selling price of work performed during the year (the percentage of completion method).

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

### Notes

1 **Accounting policies (continued)**

The share of hosting fees relating to the current financial year is recognised in the income statement. The remaining share is accrued over the term of the licence.

#### Cost of sales

Cost of sales includes the cost of goods, subsuppliers, etc., used in generating the year's revenue.

#### External costs

External costs comprise costs related to distribution, sales, advertising, administration, premises, bad debts, operating leases, etc.

#### Other operating income

Other operating income comprises items secondary to the principal activities of the entities.

#### Staff costs

Staff costs comprise wages and salaries, including holiday allowance and pensions, and other social security costs, etc., for the Company's employees. Refunds received from public authorities are deducted from staff costs.

#### Profit/loss from investments in subsidiaries

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

#### Financial income and expenses

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

#### Tax for the year

The Parent Company is subject to the Danish rules on compulsory joint taxation of the JS World Media Holding A/S Group's Danish subsidiaries. Danish subsidiaries are included in the joint taxation from the date on which they are included in the consolidation of the consolidated financial statements and up to the date on which they exit the consolidation.

The current Danish corporation tax is allocated by settlement of joint taxation contributions between the jointly taxed companies in proportion to their taxable income. Companies with tax losses receive joint taxation contribution from companies that have been able to use the tax losses to reduce their taxable income.

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

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

## Notes

1 Accounting policies (continued)

## Balance sheet

### Intangible assets

*Goodwill*

Goodwill is amortised over its estimated useful life determined on the basis of Management's experience of the specific business areas. Goodwill is amortised on a straight-line basis over a maximum amortisation period of ten years.

### Property, plant and equipment

Fixtures and fittings, tools and equipment as well as aircraft are measured at cost less accumulated depreciation and impairment losses.

The basis of depreciation is calculated as cost less any residual value after the end of the useful life.

Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use.

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

Depreciation is provided on a straight-line basis over the expected useful lives of the assets. The expected useful lives are as follows:

| | |
|---|---|
| Fixtures and fittings, tools and equipment | 3-5 years |

The basis of depreciation is based on the residual value of the asset at the end of its useful life and is reduced by impairment losses, if any. The depreciation period and the residual value are determined at the time of acquisition and are reassessed every year. Where the residual value exceeds the carrying amount of the asset, no further depreciation charges are recognised.

In case of changes in the depreciation period or the residual value, the effect on the depreciation charges is recognised prospectively as a change in accounting estimates.

### Equity investments in subsidiaries

Equity investments in subsidiaries are measured according to the equity method.

Equity investments in subsidiaries are measured at the proportionate share of the entities' net asset values calculated in accordance with the Group's accounting policies minus or plus unrealised intra-group profits and losses and plus or minus any residual value of positive or negative goodwill determined in accordance with the purchase method.

Equity investments in subsidiaries with negative net asset values are measured at DKK 0 (nil), and any amounts owed by such entities are written down if the amount owed is irrecoverable. If the Parent Company has a legal or constructive obligation to cover a loss that exceeds the amount owed, the remaining amount is recognised in provisions.

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

### Notes

1 **Accounting policies (continued)**

Net revaluation of equity investments in subsidiaries is recognised in the net revaluation reserve according to the equity method in equity to the extent that the carrying amount exceeds cost. Dividends from subsidiaries that are expected to be adopted before the approval of the annual report of JS World Media A/S are not recognised in the net revaluation reserve.

#### Impairment of non-current assets

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

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

The recoverable amount is the higher of an asset's net selling price and its value in use. The value in use is determined as the present value of the expected net cash flows from the use of the asset or the group of assets.

#### Receivables

Receivables are measured at amortised cost.

An impairment loss is recognised if there is objective evidence that a receivable or a group of receivables is impaired. If there is objective evidence that an individual receivable has been impaired, an impairment loss is recognised on an individual basis.

#### Construction contracts

Construction contracts are measured at the selling price of the work performed. The selling price is measured by reference to the stage of completion at the balance sheet date and total expected income from the contract.

When the selling price of a construction contract cannot be measured reliably, the selling price is measured at the lower of costs incurred and net realisable value.

Individual construction contracts are recognised in the balance sheet as either receivables or payables. Net assets are determined as the sum of construction contracts where the selling price of the work performed exceeds progress billings. Net liabilities are determined as the sum of construction contracts where progress billings exceed the selling price.

Selling costs and costs incurred in securing contracts are recognised in the income statement when incurred.

#### Prepayments

Prepayments comprise costs incurred concerning subsequent financial years.

#### Equity

*Net revaluation reserve according to the equity method*

Net revaluation of equity investments in subsidiaries is recognised at cost in the net revaluation reserve according to the equity method.

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

## Notes

### 1 Accounting policies (continued)

The reserve may be eliminated in case of losses, realisation of equity investments or a change in accounting estimates.

The reserve cannot be recognised at a negative amount.

*Dividends*

Proposed dividends are recognised as a liability at the date when they are adopted at the annual general meeting (declaration date). The expected dividend payment for the year is disclosed as a separate line item under equity.

#### Corporation tax and deferred tax

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

Deferred tax is measured using the balance sheet liability method on all temporary differences between the carrying amount and the tax value of assets and liabilities. However, deferred tax is not recognised on temporary differences relating to goodwill, which is not deductible for tax purposes, and on other items where temporary differences, apart from business combinations, arise at the date of acquisition without affecting either profit/loss for the year or taxable income. Where alternative tax rules can be applied to determine the tax value, deferred tax is measured based on the planned use of the asset or settlement of the liability, respectively.

Deferred tax assets, including the tax value of tax loss carryforwards, are recognised at the expected value of their utilisation; either as a set-off against tax on future income or as a set-off against deferred tax liabilities in the same legal tax entity. Deferred net assets, if any, are measured at net realisable value.

Adjustment is made to deferred tax resulting from elimination of unrealised intra-group profits and losses.

Deferred tax is measured according to the tax rules and at the tax rates applicable in the respective countries at the balance sheet date when the deferred tax is expected to crystallise as current tax.

#### Liabilities

Financial liabilities are recognised at net realisable value.

#### Deferred income

Deferred income comprises payments received concerning income in subsequent years.

#### Lease liabilities

Lease liabilities are measured at the net present value of the remaining lease payments including any guaranteed residual value based on the interest rate implicit in the lease.

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

## Notes

1 **Accounting policies (continued)**

### Cash flow statement

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

#### Cash flows from operating activities

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

#### Cash flows from investing activities

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

#### Cash flows from financing activities

Cash flows from financing activities comprise changes in the size or composition of the Group's share capital and related costs as well as the raising of loans, repayment of interest-bearing debt and payment of dividends to shareholders.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash.

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

## Notes

| DKK'000 | Group 2019 | Group 2018 | Parent 2019 | Parent 2018 |
|---|---|---|---|---|
| **2 Revenue** | | | | |
| Scandinavia | 116,005 | 121,875 | 8,558 | 9,345 |
| Central Europe | 114,661 | 95,562 | 6,274 | 5,432 |
| Southern Europe | 20,269 | 19,052 | 1,331 | 1,289 |
| | 250,935 | 236,489 | 16,163 | 16,066 |
| **3 Fees paid to auditor appointed at the annual general meeting** | | | | |
| Total fee to paid to auditor | 1,188 | 1,032 | 448 | 255 |
| Fee for statutory audit | 567 | 565 | 106 | 103 |
| Fees for tax advisory services | 239 | 114 | 212 | 89 |
| Other assistance | 382 | 353 | 130 | 63 |
| | 1,188 | 1,032 | 448 | 255 |
| **4 Staff costs** | | | | |
| Wages and salaries | 134,253 | 128,268 | 9,275 | 8,849 |
| Pensions | 4,427 | 4,661 | 508 | 473 |
| Other social security costs | 19,795 | 18,708 | 1 | 1 |
| | 158,475 | 151,637 | 9,784 | 9,323 |
| Average number of full-time employees | 384 | 368 | 13 | 13 |

Pursuant to section 98b(3)(ii) of the Danish Financial Statements Act, remuneration of Group Management is not disclosed.

| DKK'000 | Group 2019 | Group 2018 | Parent 2019 | Parent 2018 |
|---|---|---|---|---|
| **5 Depreciation and amortisation** | | | | |
| Goodwill | 0 | 802 | 0 | 0 |
| Fixtures and fitting, tools and equipment | 1,733 | 2,954 | 276 | 317 |
| | 1,733 | 3,756 | 276 | 317 |
| **6 Financial income** | | | | |
| Interest income from group entities | 665 | 756 | 851 | 885 |
| Other interest income, foreign exchange gains, etc. | 603 | 275 | 108 | 37 |
| | 1,268 | 1,031 | 959 | 922 |

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

## Notes

| DKK'000 | Group 2019 | Group 2018 | Parent 2019 | Parent 2018 |
|---|---|---|---|---|
| **7 Financial expenses** | | | | |
| Interest expense to group entities | 0 | 0 | 257 | 307 |
| Other interest expense, foreign exchange losses, etc. | 675 | 484 | 300 | 173 |
| | 675 | 484 | 557 | 480 |
| **8 Tax for the year** | | | | |
| Current tax for the year | 3,392 | 1,996 | 153 | 266 |
| Deferred tax adjustment | 1,741 | 1,334 | 69 | 10 |
| Adjustment in respect of previous years | 365 | 505 | 365 | 505 |
| | 5,498 | 3,835 | 587 | 781 |

9 **Intangible assets**

| DKK'000 | Group Goodwill |
|---|---|
| Cost at 1 January 2019 | 8,105 |
| Cost at 31 December 2019 | 8,105 |
| Amortisation and impairment losses at 1 January 2019 | 8,105 |
| Amortisation and impairment losses at 31 December 2019 | 8,105 |
| **Carrying amount at 31** December **2019** | 0 |
| Amortised over | 10 years |

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

## Notes

### 10 Property, plant and equipment

| | Group | Parent |
|---|---|---|
| DKK'000 | Fixtures and fittings, tools and equipment | Fixtures and fittings, tools and equipment |
| Cost at 1 January 2019 | 25,516 | 4,714 |
| Foreign exchange adjustments | -7 | 0 |
| Additions | 880 | 512 |
| Disposals | -2,808 | -569 |
| Cost at 31 December 2019 | 23,581 | 4,657 |
| Depreciation at 1 January 2019 | 21,221 | 3,857 |
| Foreign exchange adjustments | -1 | 0 |
| Depreciation | 1,733 | 276 |
| Disposals | -2,486 | -326 |
| Depreciation at 31 December 2019 | 20,467 | 3,807 |
| **Carrying amount at 31 December 2019** | 3,114 | 850 |
| Property, plant and equipment include finance leases with a carrying amount totalling | 321 | 321 |
| Depreciated over | 3-5 years | 3-5 years |

| | Parent | |
|---|---|---|
| DKK'000 | 2019 | 2018 |
| **11 Equity investments in subsidiaries** | | |
| Cost at 1 January | 54,844 | 53,619 |
| Additions | 0 | 1,225 |
| Disposals | -142 | 0 |
| Cost at 31 December | 54,702 | 54,844 |
| Value adjustments at 1 January | -13,549 | -9,109 |
| Exchange rate adjustments | 164 | 8 |
| Distributed dividends | -8,657 | -12,367 |
| Profit/loss for the year | 15,489 | 8,251 |
| Amortisation of goodwill | 0 | -802 |
| Set-off of negative values in receivables from group entities | 0 | 161 |
| Transferred to provisions | 0 | 309 |
| Reversal of impairment losses | -469 | 0 |
| Disposals | -170 | 0 |
| Value adjustments at 31 December | -7,192 | -13,549 |
| **Carrying amount at 31 December** | 47,510 | 41,295 |

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

## Notes

### 11 Equity investments in subsidiaries (continued)

| Name | Registered office | Voting rights and ownership |
|---|---|---|
| JS Media Tools A/S | Denmark | 100% |
| JS Danmark A/S | Denmark | 100% |
| JS Norge AS | Norway | 100% |
| JS Sverige AB | Sweden | 100% |
| JS Suomi OY | Finland | 100% |
| JS Deutschland GmbH | Germany | 100% |
| JS Österreich GmbH & Co. KG | Germany | 100% |
| JS Österreich Verwaltungs-GmbH | Germany | 100% |
| JS Nederland B.V. | The Netherlands | 100% |
| JS España World Media SL | Spain | 100% |
| JS Schweiz GmbH | Switzerland | 100% |
| JS Media Corporation Limited | United Kingdom | 100% |
| JS World Media Canada Inc. | Canada | 100% |

All subsidiaries are considered separate entities.

JS Media Corporation Limited is exempt from the requirements of the Act relating to the audit of individual accounts pursuant to section 479A.

| | Group | | Parent | |
|---|---|---|---|---|
| DKK'000 | 2019 | 2018 | 2019 | 2018 |
| **12 Construction contracts** | | | | |
| Selling price of work performed | 75,224 | 61,366 | 0 | 0 |
| Progress billings | -91,953 | -74,477 | 0 | 0 |
| | -16,729 | -13,111 | 0 | 0 |
| recognised as follows: | | | | |
| Construction contracts (assets) | 4,373 | 4,158 | 0 | 0 |
| Construction contracts (liabilities) | -21,102 | -17,269 | 0 | 0 |
| | -16,729 | -13,111 | 0 | 0 |

### 13 Prepayments

*Group*

Prepayments comprise costs incurred concerning subsequent financial years.

*Parent*

Prepayments comprise costs incurred concerning subsequent financial years.

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

## Notes

### 14 Share capital

The share capital comprises 558,334 shares of a nominal value of DKK 1 each. The share capital is not divided into classes.

The share capital has not changed for the past five years.

| DKK'000 | Group 2019 | Group 2018 | Parent 2019 | Parent 2018 |
|---|---|---|---|---|
| **15 Deferred tax** | | | | |
| Deferred tax at 1 January | -3,278 | -1,941 | 321 | 331 |
| Deferred tax adjustment | -1,741 | -1,334 | -69 | -10 |
| Adjustment in respect of previous years | 30 | 11 | 0 | 0 |
| Foreign exchange adjustments | 2 | -14 | 0 | 0 |
| **Deferred tax at 31 December** | -4,987 | -3,278 | 252 | 321 |
| Deferred tax relates to: | | | | |
| Deferred tax asset (assets) | 185 | 328 | 252 | 321 |
| Deferred tax (provisions) | -5,172 | -3,606 | 0 | 0 |
| | -4,987 | -3,278 | 252 | 321 |
| **16 Corporation tax** | | | | |
| Corporation tax at 1 January | 2,158 | -1,870 | -266 | -357 |
| Current tax for the year | -3,392 | -1,996 | -153 | -266 |
| Corporation tax paid during the year | 4,079 | 5,735 | 266 | 357 |
| Foreign exchange adjustments | -21 | 2 | 0 | 0 |
| Adjustment in respect of previous years | -2 | 287 | 0 | 0 |
| **Corporation tax at 31 December** | 2,822 | 2,158 | -153 | -266 |
| recognised as follows: | | | | |
| Corporation tax receivable | 5,050 | 3,149 | 0 | 0 |
| Corporation tax | -2,228 | -991 | -153 | -266 |
| | 2,822 | 2,158 | -153 | -266 |

### 17 Deferred income

Deferred income consists of payments received from customers that cannot be recognised as revenue until in the subsequent financial year.

### 18 Treasury shares

Treasury shares comprise 25,000 shares of a nominal value of DKK 25 thousand, corresponding to 4.48% of the share capital (2018: 4.48%).

Treasury shares relate to mergers and acquisitions of non-controlling interests.

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

### Notes

### 19 Non-current liabilities

| DKK'000 | Group<br>Total debt at 31/12 2019 | Repayment next year | Long-term portion | Outstanding debt after 5 years |
|---|---|---|---|---|
| Other payables | 928 | 0 | 928 | 0 |
| | 928 | 0 | 928 | 0 |

| DKK'000 | Parent<br>Total debt at 31/12 2019 | Repayment next year | Long-term portion | Outstanding debt after 5 years |
|---|---|---|---|---|
| Other payables | 435 | 0 | 435 | 0 |
| | 435 | 0 | 435 | 0 |

### 20 Contractual obligations and contingencies, etc.

*Group*

The Danish group entities are jointly taxed with the other group entities. The Group has joint and several unlimited liability for Danish corporation taxes and withholding taxes on dividends, interest and royalties. The jointly taxed companies' net liabilities to SKAT are disclosed in the financial statements of the administrative company, JS World Media Holding A/S, CVR no. 33 77 09 52. Any subsequent corrections of the taxable income subject to joint taxation or withholding taxes on dividends, interest and royalties may entail that the Group's liability will increase.

The Group is involved in a case that is not expected to have a significant impact on the Company's financial statements.

Lease commitments relate to rent, licence fees and lease of vehicles totalling DKK 23,724 thousand (2018: DKK 17,364 thousand).

*Parent*

The Company is jointly taxed with the other group entities. The Company has joint and several unlimited liability for Danish corporation taxes and withholding taxes on dividends, interest and royalties. The jointly taxed companies' net liabilities to SKAT are disclosed in the financial statements of the administrative company, JS World Media Holding A/S, CVR no. 33 77 09 52. Any subsequent corrections of the taxable income subject to joint taxation or withholding taxes on dividends, interest and royalties may entail that the Company's liability will increase.

The Company is involved in a case that is not expected to have a significant impact on the Company's financial statements.

Lease commitments relate to rent, license fees and lease of vehicles totalling DKK 869 thousand (2018: DKK 756 thousand).

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

## Notes

### 21 Mortgages and collateral

*Parent*

The Company has provided a guarantee for JS Danmark A/S, JS Media Tools A/S and JS World Media Holding A/S' balance with the companies' bankers.

### 22 Related parties

*Group*

**Related party transactions**

The Group solely discloses related party transactions that have not been carried out on an arm's length basis, see section 98c(7) of the Danish Financial Statements Act.

All transactions have been carried out on an arm's length basis.

*Parent*

JS World Media A/S' related parties comprise the following:

**Parties exercising control**

JS World Media Holding A/S, who is the principal shareholder.

**Related party transactions**

Other related parties with whom the Company has had transactions are; subsidiaries, see note 11; the parent company, JS World Media Holding A/S; and the associate Staus A/S.

The Company solely discloses related party transactions that have not been carried out on an arm's length basis, see section 98c(7) of the Danish Financial Statements Act.

All transactions have been carried out on an arm's length basis.

**Information about consolidated financial statements**

| Parent | Domicile | Requisitioning of the Parent Company's consolidated financial statements |
|---|---|---|
| JS World Media Holding A/S | Aarhus | JS World Media Holding A/S |



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

### Notes

| DKK'000 | Parent 2019 | Parent 2018 |
|---|---|---|
| **23 Distribution of profit/loss** | | |
| **Proposed distribution of profit/loss** | | |
| Transferred to reserves under equity | 15,936 | 8,075 |
| | 15,936 | 8,075 |

| DKK'000 | Parent 2019 | Parent 2018 |
|---|---|---|
| **24 Changes in working capital** | | |
| Changes in receivables and construction contracts | -1,442 | -2,346 |
| Changes in balances with group entities | 5,160 | -12,790 |
| Changes in trade and other payables | 7,663 | 278 |
| | 11,381 | -14,858 |

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**Henrik Bergholdt**
**Direktion**
På vegne af: JS World Media A/S
*Serienummer: PID:9208-2002-2-944918662350*
*IP: 80.167.xxx.xxx*
*2020-06-19 11:39:29Z*
NEM ID

**Henrik Bergholdt**
**Bestyrelse**
På vegne af: JS World Media A/S
*Serienummer: PID:9208-2002-2-944918662350*
*IP: 80.167.xxx.xxx*
*2020-06-19 11:41:48Z*
NEM ID

**Jens Bjørnstad Stausholm**
**Bestyrelsesformand**
På vegne af: JS World Media A/S
*Serienummer: PID:9208-2002-2-662402872288*
*IP: 80.167.xxx.xxx*
*2020-06-19 12:04:21Z*
NEM ID

**Peter Volquards Ekstrøm**
**Dirigent**
På vegne af: JS World Media A/S
*Serienummer: PID:9208-2002-2-399398787388*
*IP: 80.167.xxx.xxx*
*2020-06-19 12:53:01Z*
NEM ID

**Peter Volquards Ekstrøm**
**Bestyrelse**
På vegne af: JS World Media A/S
*Serienummer: PID:9208-2002-2-399398787388*
*IP: 80.167.xxx.xxx*
*2020-06-19 12:53:01Z*
NEM ID

**Jes Østergaard Lauritzen**
**Statsautoriseret revisor**
På vegne af: Ernst & Young P/S
*Serienummer: PID:9208-2002-2-767513552340*
*IP: 145.62.xxx.xxx*
*2020-06-19 13:03:56Z*
NEM ID

**Morten Klarskov Larsen**
**Statsautoriseret revisor**
På vegne af: Ernst & Young P/S
*Serienummer: CVR:30700228-RID:1274257778488*
*IP: 145.62.xxx.xxx*
*2020-06-19 13:18:13Z*
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