

# Valcon A/S

Christianshusvej 187  
2970 Hørsholm

Annual Report  
1 July 2015-30 June 2016

**The Annual Report was presented and  
adopted at the Annual General Meeting of  
the Company on 29 September 2016**



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**Chairman**

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# Corporate Information

**Company**

Valcon A/S  
Christianshusvej 187  
2970 Hørsholm

Phone number: +45 45802037  
Fax: +45 45808137

CVR no.: 25254090  
Financial year: 01/07/2015-30/06/2016

**Bank**

Danske Bank,  
Holmens Kanal 2  
1090 København K

**Auditor**

PRICEWATERHOUSECOOPERS  
STATSAUTORISERET REVISIONSPARTNERSELSKAB  
Strandvejen 44  
2900 Hellerup  
DK Danmark

CVR no.: 33771231  
Production unit no.: 1016959517

# Management's Statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Valcon A/S for the financial year 1 July 2015 – 30 June 2016.

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 2016 of the Company and of the results of the Company operations for the financial year 1 July 2015 – 30 June 2016.

In our opinion, Management's Review includes a true and fair account of the matters addressed in the Review.

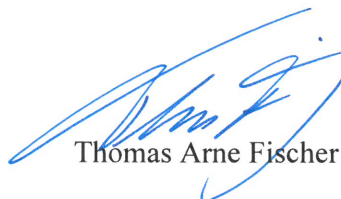
We recommend that the Annual Report be adopted at the Annual General Meeting.

Hørsholm, on 29 September 2016

## Executive Board

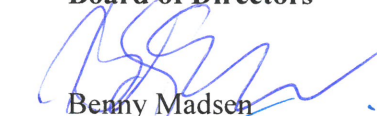


Mikkel Leonhard Berre Eriksen

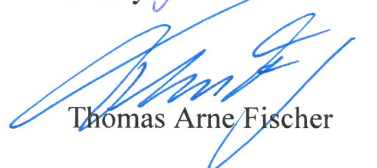


Thomas Arne Fischer

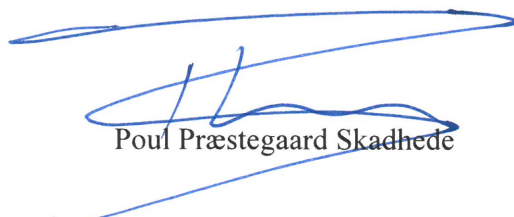
## Board of Directors



Benny Madsen



Thomas Arne Fischer



Poul Præstegaard Skadhede

# Independent Auditor's Report on the Financial Statements

To the Shareholders of Valcon A/S

## Report on the Financial Statements

We have audited the Financial Statements of Valcon A/S for the financial year 1 July 2015 – 30 June 2016, which comprise Income Statement, Balance Sheet, Notes and Summary of significant accounting policies. The Financial Statements are prepared in accordance with the Danish Financial Statements Act.

## Management's Responsibility 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.

## Auditor's Responsibility

Our responsibility is to express an opinion on the Financial Statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and additional requirements under Danish audit regulation. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the Financial Statements are free from material misstatement. An audit involves performing audit procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Company's preparation of Financial Statements that give a true and fair view 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the overall presentation of the Financial Statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Our audit has not resulted in any qualification.

# Independent Auditor's Report on the Financial Statements

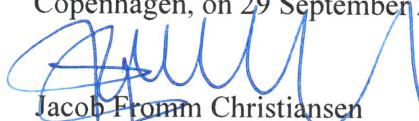
## Opinion

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 30 June 2016 and of the results of the Company operations for the financial year 1 July 2015– 30 June 2016 in accordance with the Danish Financial Statements Act.

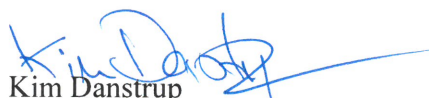
## Statement on Management's Review

We have read Management's Review in accordance with the Danish Financial Statements Act. We have not performed any procedures additional to the audit of the Financial Statements. On this basis, in our opinion, the information provided in Management's Review is consistent with the Financial Statements.

Copenhagen, on 29 September 2016



Jacob Fromm Christiansen  
State Authorised Public Accountant  
PRICEWATERHOUSECOOPERS  
STATSAUTORISERET  
REVISIONSPARTNERSELSKAB  
CVR NO.: 33771231



Kim Danstrup  
State Authorised Public Accountant  
PRICEWATERHOUSECOOPERS  
STATSAUTORISERET  
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CVR NO.: 33771231

# Management's Review

Valcon A/S is part of the Valcon group, which consists of both Danish and foreign knowledge-based companies. In Denmark, the group consists of the Parent Company Valcon Business Development A/S as well as Valcon A/S, Valcon Design A/S and Odense Maritime Technology A/S, with companies abroad in both Sweden, England, China, and Canada.

The business area is centred on strategic development and on operational development and management of our clients' business development, product and service development, sales, procurement, production and distribution. The clients are assisted within the areas of particularly globalisation, growth, transparency, innovation and efficiency.

As with previous years, Valcon A/S has contributed to the group's mission through consultancy services within the areas of strategy, management, innovation, transformation, IT management, digitalisation and efficiency improvements in both the private and public sectors.

Valcon A/S has strong competences within execution in all our areas and constantly works on being the consultancy showing how to connect strategy with operations and how to implement solutions and ensure results. Our objective is still to be the most value-adding management consultancy.

## Development in the year

Valcon A/S keeps focus on growth, and this year, we have concluded the development of a new strategy plan "All the Way" under the headlines, "One strong team", "Winning international trophies" and "Stronger at home". "All the Way" consists of an ambitious initiative portfolio aimed at both market and competence development to secure Valcon's continued development as one of the most successful strategy and operations management consultancies in Scandinavia. Valcon is positioned as the consultancy that masters linking our clients' strategy with operations and securing efficient and effective strategy execution. During this year, we have delivered a long range of assignments in Scandinavia and increasingly outside Scandinavia that proves our position and our strategic direction.

Valcon's growth of 13% is satisfactory. The growth is as targeted achieved through more long-term client relationships with focus on strategy execution and implementation.

This year's result of DKK 33.1 million compared with DKK 29.8 million the previous year is considered to be satisfactory.

During this year, we have fully integrated our Swedish office in Valcon A/S, and now works as one strong business on one Danish/Swedish home market.

## The Company's knowledge resources

The Company's opportunities to retain and recruit a highly qualified staff is critical to the continued development of the Company.

Over the year, we have focused on strengthening our recruitment platform, including continued focus on a talent programme for attracting and training the best candidates from universities and business schools as well as a comprehensive development programme for all consultants in Valcon. We continue to work on creating concepts and building competences to increase the value of our services to our clients, including ensuring that Valcon has the most efficient methods for management of transformations.

# Management's Review

## Special risks

The Company's consultancy services are broadly based within operational and strategic consulting, and the risks the Company may be exposed to are consequently in essence the same risks found within consulting in general. There are no special financial risks with respect to the development in interest rates or exchange rates.

## Outlook

Over the year, Valcon has strengthened our basis for future growth, both through a strengthened position in the market in and outside Scandinavia, and through a significant number of new consultants and through continued strengthening of internal processes and competences.

Valcon A/S will in the coming financial year continue the development within all the areas in "All the Way" to support the continued growth in both turnover and result.

Growth in both turnover and result is expected for the coming financial year.

## Events after the balance sheet date

No events materially influencing the Company's financial position as at 30 June 2016 have occurred.

## Financial Highlights

	2015/16 DKK'000	2014/15 DKK'000	2013/14 DKK'000	2012/13 DKK'000	2011/12 DKK'000
<b>Key figures</b>					
Net revenue	239,154	214,159	183,185	149,512	140,512
Gross profit/loss	161,703	142,843	117,065	103,748	96,855
Operating profit/loss	44,753	38,718	23,644	21,039	20,456
Net financials	-828	365	200	1,096	1,171
<b>Net profit/loss for the year</b>	<b>33,070</b>	<b>29,870</b>	<b>17,942</b>	<b>17,288</b>	<b>16,190</b>
Fixed assets	3,751	2,598	3,360	1,235	1,235
Current assets	112,719	92,763	74,254	62,157	66,391
Balance sheet total	116,470	95,361	77,613	63,392	67,626
<b>Equity</b>	<b>58,857</b>	<b>45,828</b>	<b>29,414</b>	<b>24,438</b>	<b>19,296</b>
<b>Key figures</b>					
Profit margin	18,7%	18,1%	12,9 %	14,7 %	14,6 %
Return on invested capital	58,9%	51,0%	36,5 %	36,0 %	35,7 %
Gross margin	67,6%	66,7%	64,0 %	69,4 %	68,9 %
Solvency ratio	50,5%	48,1%	37,9 %	38,5%	28,5 %
Return on equity	65,3%	79,4%	66,6 %	79,1%	80,5 %
<b>Average number of employees</b>	<b>100</b>	<b>93</b>	<b>89</b>	<b>79</b>	<b>76</b>

The ratios have been prepared in accordance with the recommendations and guidelines issued by the Danish Society of Financial Analysts. For definitions, see under accounting policies.

As part of a legal restructuring of the Valcon group, the associated company Valcon Innovation A/S was branch demerged as at 1 July 2012 and the Company's investments in Valcon Design A/S and Valcon Management Consulting Pvt. Ltd (India) were merged into the group's parent Valcon Business Development A/S. Valcon Innovation A/S was subsequently merged with Valcon A/S with Valcon A/S as the continuing company. Adjustments have been made to key figures for the financial year 2011/12.



# Accounting Policies

The Annual Report has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to medium sized class C enterprises.

The accounting policies applied remain unchanged from last year. The accounting principles are consistent with those of last year. In accordance with section 112 (1) of the Danish Financial Statements Act, consolidated financial statements have not been prepared.

The Financial Statements are presented in Danish kroner.

## Recognition and measurement

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

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.

## Cash Flow Statement

In accordance with section 86 (4) of the Danish Financial Statements Act, a cash flow statement has not been prepared. The Company's Cash Flow Statement is included in the Cash Flow Statement in the Consolidated Financial Statements of Valcon Business Development A/S.

## Intra-group business combinations

In connection with business combinations such as acquisition and disposal of equity interests, mergers, demergers, addition of assets and exchange of shares, etc. involving enterprises controlled by the parent Company, the uniting-of-interests method is used. Differences between the agreed consideration and the carrying amount of the acquired enterprise are recognised in equity.

## Translation policies

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income or expenses in the Income Statement.

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

# Accounting Policies

## Income Statement

### Net revenue

Revenues from services are recognised at the rate of completion of the service to which the contract relates by using the percentage-of-completion method, which means that revenue equals the selling price of the service completed for the year. This method is applied when total revenues and expenses in respect of the service and the stage of completion at the balance sheet date can be measured reliably, and it is probable that the economic benefits, including payments, will flow to the Company.

Net revenue comprises re-invoicing of work carried out by subsuppliers and other expenses.

### Other external expenses

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

### Staff expenses

Staff expenses comprise wages and salaries as well as holiday pay and staff welfare expenses.

### Income from investments in subsidiaries

The items "Income from investments in subsidiaries" in the Income Statement include the proportionate share of the profit for the year.

### Financial income and expenses

Financial income and expenses include interest income and expenses, realised and unrealised capital gains and losses on debt and transactions in foreign currencies as well as allowances and surcharges under the Danish Tax Prepayment Scheme, etc.

### Tax on profit/loss for the year

Valcon A/S is subject to the Danish rules on compulsory joint taxation applicable for the Valcon Business Development A/S group's Danish subsidiaries. Subsidiaries are included in the joint taxation in the period when the parent has controlling interest.

The Company's Parent Company, Valcon Business Development A/S, acts as administration company in relation to the joint taxation and thus settles all corporate tax payments with the tax authorities.

The current Danish corporation tax is allocated among the jointly taxed companies in proportion to their respective taxable income. Companies contributing a tax loss being set off against taxable income in another company receive a cash payment equal to the tax value of the loss from the company using the loss to reduce its own taxable income.

Tax for the year that comprises current joint taxation contributions and changes in deferred tax is recognised in the Income Statement.

# Accounting Policies

## Balance Sheet

### Development projects in progress

Capitalisation of development costs occurs when the basic criteria, such as certainty of the capital value future income and reliable measuring, is fulfilled. Costs are measured at cost prices and are amortised over the expected lifetime. Costs will also be written down to the recoverable amount.

### Property, plant and equipment

Leasehold improvements are measured at cost less accumulated depreciation and less any accumulated impairment losses.

The basis of depreciation is cost less any deducted residual value after the end of the useful life of the asset. Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Cost of a total asset is divided into separate components that are depreciated separately if the useful life of the individual components are different.

Depreciation takes place on a straight line basis and any residual value, and based on an evaluation of the expected useful life:

Leasehold improvements: Lease period equalling approx. 3 years.

Other fixtures and fittings, tools and equipment: 3-5 years.

Profit or loss deriving from the sales of tangible assets is measured as the difference between the sales price less selling costs and the carrying amount at the time of the sale.

Profits and losses are recognised in the Income Statement as other operating income or other operating expenses.

### Investments in subsidiaries

Investments in subsidiaries are measured at the proportionate share of the enterprises' net asset values calculated in accordance with the Parent Company's accounting policies with deduction or addition of unrealised intercompany profits and losses and with addition and deduction of any remaining value of positive or negative goodwill determined in accordance with the acquisition method.

Investments in subsidiaries with negative net asset values are measured at DKK 0, and any amounts owed by such enterprises are written down by the Parent Company's share of the negative net asset value, if the amount owed is deemed irrecoverable. If the negative net asset value exceeds the amounts owed, the remaining amount is recognised under provisions if the Parent Company has a legal or a constructive obligation to cover the liabilities of the enterprise.

Net revaluation of investments in subsidiaries is recognised under equity in the reserve for net revaluation under the equity method to the extent that the carrying amount exceeds cost.

# Accounting Policies

## **Impairment of fixed assets**

The carrying amounts of property, plant and equipment are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

If such indications are found, the recoverable amount of the asset or the group of assets is calculated to determine any need for an impairment write-down. If so, the asset or the group of assets is written down to its lower recoverable amount.

Recoverable amount for the asset is determined as the highest value of net sales price and the net present value. Net present value is determined as the present value of expected net cash flows from the use of the asset or the group of assets.

## **Receivables**

Receivables are recognised at the lower of amortised cost.

Provisions for estimated bad debts are made based on an individual impairment assessment of a receivable or group of receivables.

## **Contract work in progress**

Contract work in progress is recognised according to the production method at the selling price of the work carried including expenses and less amounts invoiced on account.

Contract work in progress are recognised as financial income and expenses in the Balance Sheet.

Net assets comprise the sum of contract work in progress in which the selling price exceeds invoicing on account of work carried out.

Net payables comprise the sum of contract work in progress in which invoicing on account exceeds the selling price of work carried out.

## **Prepayments**

Prepayments comprise prepaid expenses concerning the following financial year.

## **Equity – dividend**

Proposed dividends for the year are recognised as a liability when approved by the Annual General Meeting (declaration date).

## **Corporation tax and deferred tax**

Receivables and payable joint taxation contributions are recognised in the Balance Sheet in receivables/payables from group enterprises.

# Accounting Policies

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the accounting and tax bases of assets and liabilities. However, deferred income tax of temporary differences related to non-deductible goodwill, office premises or other items where temporary differences occur at the time of acquisition without influencing results or taxable income is not recognised. In case the value for tax purposes can be determined following alternative tax rules, deferred tax is measured on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets including the tax base of tax losses to be carried forward are recognised at the expected value of their utilisation, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity and jurisdiction.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax due to changes to tax rates are recognised in the Income Statement.

## Debt

Financial debts are recognised initially at the proceeds received net of transaction expenses incurred. Subsequently, financial debts are measured at amortised cost.

Other debts are measured at net realisable value.

## Prepayments

Deferred income comprises payments received in respect of income in subsequent years.

## Key figures and financial highlights

Ratios stated in financial highlights have been prepared as follows:

Profit margin:	$\text{Operating profit/loss} \times 100 / \text{net revenue}$
Invested capital:	Total assets less cash and cash equivalents and other interest-bearing assets (including shares)
Gross margin:	$\text{Gross profit} \times 100 / \text{net revenue}$
Solvency ratio:	$\text{Equity at the end of the year} \times 100 / \text{total liabilities and equity at the end of the year}$
Return on equity:	$\text{Net profit for the year} \times 100 / \text{average equity}$
Return on invested capital:	$\text{Operating profit/loss} \times 100 / \text{average invested capital}$

# Income Statement as at 1 July 2015 – 30 June 2016

	Note	2015/16 DKK	2014/15 DKK
Net revenue .....		239,153,710	214,159,070
External expenses .....		-77,451,026	-71,316,399
<b>Gross profit/loss .....</b>		<b>161,702,684</b>	<b>142,842,671</b>
Staff expenses .....	1	-116,202,266	-103,341,421
Amortisation, depreciation and impairment losses .....		-747,897	-783,138
<b>Operating profit/loss .....</b>		<b>44,752,521</b>	<b>38,718,112</b>
Income from investments in subsidiaries .....		-1,165,174	0
Other financial income .....	2	438,719	1,745,509
Other financial expenses .....	3	-1,266,341	-1,380,188
<b>Profit/loss from ordinary activities before tax .....</b>		<b>42,759,725</b>	<b>39,083,433</b>
Tax on profit/loss for the year .....	4	-9,689,366	-9,212,775
<b>Net profit/loss for the year .....</b>		<b>33,070,359</b>	<b>29,870,658</b>
<b>Proposed distribution of profit</b>			
Retained earnings .....		33,070,359	29,870,658
<b>Total .....</b>		<b>33,070,359</b>	<b>29,870,658</b>

# Balance Sheet as at 30 June 2016

## Assets

	Note	2015/16 DKK	2014/15 DKK
Development projects in progress .....		704,572	0
<b>Total intangible assets .....</b>	<b>5</b>	<b>704,572</b>	<b>0</b>
Other fixtures and fittings, tools and equipment .....		17,282	21,600
Leasehold improvements .....		157,426	901,004
<b>Total property, plant and equipment .....</b>	<b>6</b>	<b>174,708</b>	<b>922,604</b>
Investments in subsidiaries .....		1,260,670	0
Deposits .....		1,610,833	1,675,297
<b>Total fixed asset investments .....</b>	<b>7</b>	<b>2,871,503</b>	<b>1,675,297</b>
<b>Total fixed assets .....</b>		<b>3,750,783</b>	<b>2,597,901</b>
Trade receivables .....		39,129,189	47,218,576
Contract work in progress .....	8	2,027,687	3,665,188
Receivables from group enterprises .....		23,933,472	28,111,348
Deferred tax assets .....		194,777	114,936
Other receivables .....		17,172	12,621
Prepayments .....		833,323	382,636
<b>Total receivables .....</b>		<b>66,135,620</b>	<b>79,505,305</b>
Cash at bank and in hand .....		46,583,425	13,258,192
<b>Total current assets .....</b>		<b>112,719,045</b>	<b>92,763,497</b>
<b>Total assets .....</b>		<b>116,469,828</b>	<b>95,361,398</b>

# Balance Sheet as at 30 June 2016

## Liabilities and equity

	Note	2015/16 DKK	2014/15 DKK
Registered capital, etc. ....	9	824,786	772,000
Retained earnings .....		58,032,085	45,056,635
<b>Total equity .....</b>	<b>10</b>	<b>58,856,871</b>	<b>45,828,635</b>
Prepayments received from customers for contract work in progress .....		2,001,210	2,660,267
Trade payables .....		3,533,154	4,562,476
Payables to group enterprises .....		7,868,130	7,080,671
Other payables, including taxes and other social security expenses .....		44,210,463	35,229,349
<b>Total short-term debt .....</b>		<b>57,612,957</b>	<b>49,532,763</b>
<b>Total payables .....</b>		<b>57,612,957</b>	<b>49,532,763</b>
<b>Total liabilities and equity .....</b>		<b>116,469,828</b>	<b>95,361,398</b>



# Notes

## 1. Staff expenses

	<b>2015/16 DKK</b>	<b>2014/15 DKK</b>
Wages and salaries	-113,624,169	-102,173,789
Other social security expenses	-641,747	-547,341
Other staff expenses	-1,936,350	-620,292
	<b>-116,202,266</b>	<b>-103,341,421</b>

Remuneration to the executive board and the board of directors amounts to DKK 4,836,000 (DKK 4,536,000 in 2014/15). Average number of full-time employees: 100 (93 in 2014/15)

## 2. Other financial income

	<b>2015/16 DKK</b>	<b>2014/15 DKK</b>
Interest received from group enterprises	438,413	913,499
Other financial income	304	832,010
	<b>438,719</b>	<b>1,745,509</b>

## 3. Other financial expenses

	<b>2015/16 DKK</b>	<b>2014/15 DKK</b>
Interest expenses from group enterprises	-20,648	-47,259
Other financial expenses	-1,245,693	-1,332,929
	<b>-1,266,341</b>	<b>-1,380,188</b>

## 4. Tax on profit/loss for the year

	<b>2015/16 DKK</b>	<b>2014/15 DKK</b>
Current tax	-9,769,207	-9,300,962
Changes in deferred tax	79,841	88,187
	<b>-9,689,366</b>	<b>-9,212,775</b>

# Notes

## 5. Total intangible assets

	Patents acquired DKK
Cost at the beginning of the year	0
Additions	704,572
<b>Cost at the end of the year</b>	<b>704,572</b>
Amortisation, depreciation and impairment losses at the beginning of the year	0
Amortisation, depreciation and impairment losses during the year	-0
<b>Amortisation, depreciation and impairment losses at the end of the year</b>	<b>-0</b>
<b>Carrying amount at the end of the year</b>	<b>704,572</b>

## 6. Total property, plant and equipment

	Fixtures and fittings DKK	Leasehold improvements DKK
Cost at the beginning of the year	21,600	1,897,923
<b>Cost at the end of the year</b>	<b>21,600</b>	<b>1,897,923</b>
Amortisation, depreciation and impairment losses at the	0	-996,919
Amortisation, depreciation and impairment losses during the year	-4,318	-743,578
<b>Amortisation, depreciation and impairment losses at the end</b>	<b>-4,318</b>	<b>-1,740,497</b>
<b>Carrying amount at the end of the year</b>	<b>17,282</b>	<b>157,426</b>

# Notes

## 7. Total fixed asset investments

	<b>Investments in subsidiaries DKK</b>
Cost at the beginning of the year	0
Additions	2,425,844
<b>Cost at the end of the year</b>	<b>2,425,844</b>
Net revaluation at the beginning of the year	0
Share of the profit for the year cf. note	-1,165,174
<b>Net revaluation at the end of the year</b>	<b>-1,165,174</b>
<b>Carrying amount at the end of the year</b>	<b>1,260,670</b>

Investments in subsidiaries:

<b>Name, company form and registered address</b>	<b>Ownership share</b>	<b>Equity</b>	<b>Results for for the year</b>
Valcon AB, Sweden	100%	1,181,379	-1,179,322
Valcon UK, United Kingdom	100%	79,291	162,126

## 8. Contract work in progress

	<b>2015/16 DKK</b>	<b>2014/15 DKK</b>
Selling price for work carried out	2,027,687	3,665,188
Payments received on account	-2,001,210	-2,660,267
	26,477	1,004,921

# Notes

## 9. Registered capital, etc.

The share capital consists of 824,786 shares of a nominal value of DKK 1. No shares carry special rights No shares carry any special rights.

Changes in the share capital in the past five financial years:

Share capital at 1 July 2008	672,000
Raising of additional capital at 1 July 2012	100,000
Raising of additional capital at 11 June 2016	52,786
<b>Share capital at the end of the year</b>	<b>824,786</b>

## 10. Total equity

	<b>Company capital DKK</b>	<b>Retained earnings DKK</b>	<b>In total DKK</b>
Equity at the beginning of the year	772,000	45,056,635	45,828,635
Raising of additional capital	52,786	6,879,072	6,931,858
Adjustment of value according to consolidation method due to in-house restructuring	0	-4,571,156	-4,571,156
Distributed dividends	0	-22,402,825	-22,402,825
Retained earnings	0	33,070,359	33,070,359
<b>Equity at the end of the year</b>	<b>824,786</b>	<b>58,032,085</b>	<b>58,856,871</b>

# Notes

## 11. Contingent liabilities

The Company has entered into an operating lease agreement for the premises Christianshusvej 187, Hørsholm. The lease agreement is interminable until 1 September 2016 thereafter the contract can be terminated at 12 months' notice. Rent amounts to DKK 3,059 thousand of which DKK 3,059 thousand falls due in the financial year 2016/17.

The Company is jointly taxed with other enterprises in the Valcon Business Development A/S group. As a jointly taxed company, not wholly-owned, the Company has limited and secondary liability for Danish corporation taxes in the joint taxation group. The total amount of corporation tax payable is disclosed to SKAT in the Annual Report of Valcon Business Development A/S, CVR no. 28 68 10 11, which is the Management Company of the joint taxation purposes. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Company's liability.

Apart from usual trading, the Company had no contractual obligations or contingent liabilities as at 30 June 2016.

## 12. Provisions, contingent liabilities and contingent assets

The Company has issued guarantees to some individual clients of the Swedish associate Valcon AB. The guarantee includes a financial guarantee for settlement of any dispute with a client and also a guarantee of making consultant capacity available for concluding the consulting assignment.

The Company has no other contractual obligations or contingent liabilities as at 30 June 2016.

## 13. Related parties and ownership

### Information relating to group

The Company's Financial Statements are included in the Consolidated Financial Statements of Valcon Business Development A/S, Christianshusvej 187, 2970 Hørsholm, CVR no. 28 68 10 11.

The Consolidated Financial Statements of Valcon Business Development A/S may be obtained by contacting the company

### Ownership

The following shareholder is recorded in the Company's register of shareholders as holding at least 5 % of the votes or at least 5 % of the share capital:

Valcon Business Development A/S  
 Thomas Fischer Holding ApS  
 Mikkel Eriksen Holding ApS  
 Valcon SJN Holding ApS  
 Valcon KT Holding ApS  
 Valcon TRN Holding ApS