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Moment A/S
Vester Farimagsgade 15
1606 Copenhagen V
Central Business Registration
No 25328949

Annual report 2017

The Annual General Meeting adopted the annual report on 10.04.2018

Chairman of the General Meeting

Name: Bo Foged

Contents

Entity details

Entity
Moment A/S
Vester Farimagsgade 15
1606 Copenhagen V

Central Business Registration No: 25328949
Registered in: Copenhagen
Financial year: 01.01.2017 - 31.12.2017

Board of Directors
Bo Foged, Chairman
Thomas Gleerup
James Patrick Howaldt
Morten Thune Højberg
Line Rix

Executive Board
Morten Thune Højberg
Thomas Gleerup

Auditors
Deloitte Statsautoriseret Revisionspartnerselskab
Weidekampsgade 6
P O Box 1600
0900 Copenhagen C

Statement by Management on the annual report

The Board of Directors and the Executive Board have today considered and approved the annual report of Moment A/S for the financial year 01.01.2017 - 31.12.2017.

The annual report is presented in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2017 and of the results of its operations and cash flows for the financial year 01.01.2017 - 31.12.2017.

We believe that the management commentary contains a fair review of the affairs and conditions referred to therein.

We recommend the annual report for adoption at the Annual General Meeting.

Copenhagen, 10.04.2018

Executive Board

Morten Thune Højberg

Thomas Gleerup

Board of Directors

Bo Foged
Chairman

Thomas Gleerup

James Patrick Howaldt

Morten Thune Højberg

Line Rix

Independent auditor's report

To the shareholders of Moment A/S

Opinion

We have audited the consolidated financial statements and the parent financial statements of Moment A/S for the financial year 01.01.2017 - 31.12.2017, which comprise the income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for the Group as well as the Parent, and the consolidated cash flow statement. The consolidated financial statements and the parent financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31.12.2017, and of the results of their operations and the consolidated cash flows for the financial year 01.01.2017 - 31.12.2017 in accordance with the Danish Financial Statements Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements* section of this auditor's report. We are independent of the Group in accordance with the International Ethics Standards Board of Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibilities for the consolidated financial statements and the parent financial statements

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

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

Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements and the parent 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

Independent auditor's report

reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and parent 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 consolidated financial statements and the parent financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent'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 consolidated financial statements and the parent 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'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 consolidated financial statements and the parent 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 Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements and the parent financial statements, including the disclosures in the notes, and whether the consolidated financial statements and the parent 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.

Independent auditor's report

Statement on the management commentary

Management is responsible for the management commentary.

Our opinion on the consolidated financial statements and the parent financial statements does not cover the management commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements and the parent financial statements, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the consolidated financial statements and the parent financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the management commentary provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that the management commentary is in accordance with the consolidated financial statements and the parent financial statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of the management commentary.

Copenhagen, 10.04.2018

Deloitte
Statsautoriseret Revisionspartnerselskab
Central Business Registration No: 33963556

Morten Speitzer
State Authorised Public Accountant
Identification number (MNE) mne10057

Management commentary

	2017 DKK'000	2016 DKK'000	2015 DKK'000	2014 DKK'000	2013 DKK'000
Financial highlights					
Key figures					
Revenue	278.131	279.681	236.335	208.034	184.286
Gross profit/loss	43.219	49.580	45.343	44.554	38.955
Operating profit/loss	2.999	7.336	6.689	9.516	6.988
Net financials	(38)	3	(426)	79	(34)
Profit/loss for the year	2.277	5.709	4.751	7.145	5.177
Total assets	48.192	54.631	50.874	52.523	40.334
Investments in property, plant and equipment	223	92	668	443	96
Equity	11.641	16.275	17.486	22.615	20.415
Ratios					
Gross margin (%)	15,5	17,7	19,2	21,4	21,1
Net margin (%)	0,8	2,0	2,0	3,4	2,8
Return on equity (%)	16,3	33,8	23,7	33,2	26,8
Equity ratio (%)	24,2	29,8	34,4	43,1	50,6

Financial highlights are defined and calculated in accordance with "Recommendations & Ratios 2015" issued by the Danish Society of Financial Analysts.

Ratios	Calculation formula	Ratios
Gross margin (%)	$\frac{\text{Gross profit/loss x 100}}{\text{Revenue}}$	The entity's operating gearing.
Net margin (%)	$\frac{\text{Profit/loss for the year x 100}}{\text{Revenue}}$	The entity's operating profitability.
Return on equity (%)	$\frac{\text{Profit/loss for the year x 100}}{\text{Average equity}}$	The entity's return on capital invested in the entity by the owners.
Equity ratio (%)	$\frac{\text{Equity x 100}}{\text{Total assets}}$	The financial strength of the entity.

Management commentary

Primary activities

Moment A/S is engaged in the following areas:

- Temp job services specialized in students and young people
- Temp job services focusing on full-time temp jobs
- Consultancy, interim and recruiting services with focus on specialists

The Company has existed since 1997 and has nationwide reach from the head office in Copenhagen.

Development in activities and finances

As of July 1, the subsidiary Moment Professionals A/S merged with the Company and the organization was turned into four industry specific units. Operations & Sales, Logistics & Production, Finance and Digital Solutions.

2017 was an unsatisfactory year with revenue and gross profit decline and OPEX influenced by re-organization.

Financial performance for the year

The profit for the year of DKK 2.3 million is considered unsatisfactory.

Outlook

The Company expects to generate a profit in 2018.

Events after the balance sheet date

In January 2018 the Company acquired shares in Chaps ApS, which is a startup company that connects waiters and bartenders to hotels, bars and restaurants via the online service chabber.com.

In January 2018 the Company also acquired all activities in eksamensvagt.dk ApS.

No further events have occurred after the balance sheet date to this date which would influence the evaluation of this annual report.

Consolidated income statement for 2017

	Notes	2017 DKK'000	2016 DKK'000
Revenue		278.131	279.681
Cost of sales		(220.722)	(216.546)
Other external expenses		(14.190)	(13.555)
Gross profit/loss		**43.219**	**49.580**
Staff costs	1	(39.389)	(41.306)
Depreciation, amortisation and impairment losses		(831)	(938)
Operating profit/loss		**2.999**	**7.336**
Other financial income	2	82	82
Other financial expenses	3	(120)	(79)
Profit/loss before tax		**2.961**	**7.339**
Tax on profit/loss for the year	4	(684)	(1.630)
Profit/loss for the year	5	**2.277**	**5.709**

Consolidated balance sheet at 31.12.2017

	Notes	2017 DKK'000	2016 DKK'000
Completed development projects		1.330	722
Acquired intangible assets		240	201
Goodwill		353	493
Intangible assets	6	**1.923**	**1.416**
Other fixtures and fittings, tools and equipment		257	211
Leasehold improvements		407	572
Property, plant and equipment	7	**664**	**783**
Other receivables		59	8
Fixed asset investments	8	**59**	**8**
Fixed assets		**2.646**	**2.207**
Trade receivables		39.579	43.642
Other receivables		347	362
Income tax receivable		376	0
Prepayments	9	601	852
Receivables		**40.903**	**44.856**
Cash		**4.643**	**7.568**
Current assets		**45.546**	**52.424**
Assets		**48.192**	**54.631**

Consolidated balance sheet at 31.12.2017

	Notes	2017 DKK'000	2016 DKK'000
Contributed capital		764	764
Reserve for development expenditure		1.037	563
Retained earnings		9.840	9.948
Proposed dividend		0	5.000
Equity		**11.641**	**16.275**
Deferred tax		1.028	914
Provisions		**1.028**	**914**
Income tax payable		0	172
Other payables	11	35.517	37.241
Deferred income	12	6	29
Current liabilities other than provisions		**35.523**	**37.442**
Liabilities other than provisions		**35.523**	**37.442**
Equity and liabilities		**48.192**	**54.631**
Unrecognised rental and lease commitments	14		
Subsidiaries	15		

Consolidated statement of changes in equity for 2017

	Contributed capital DKK'000	Reserve for development expenditure DKK'000	Retained earnings DKK'000	Proposed dividend DKK'000
Equity beginning of year	764	563	9.948	5.000
Ordinary dividend paid	0	0	0	(4.941)
Extraordinary dividend paid	0	0	(1.976)	0
Exchange rate adjustments	0	0	6	0
Other equity postings	0	0	59	(59)
Profit/loss for the year	0	474	1.803	0
Equity end of year	**764**	**1.037**	**9.840**	**0**

	Total DKK'000
Equity beginning of year	16.275
Ordinary dividend paid	(4.941)
Extraordinary dividend paid	(1.976)
Exchange rate adjustments	6
Other equity postings	0
Profit/loss for the year	2.277
Equity end of year	**11.641**

Consolidated cash flow statement for 2017

	Notes	2017 DKK'000	2016 DKK'000
Operating profit/loss		2.999	7.336
Amortisation, depreciation and impairment losses		832	938
Working capital changes	13	2.587	3.202
Cash flow from ordinary operating activities		**6.418**	**11.476**
Financial income received		82	82
Financial income paid		(120)	(79)
Income taxes refunded/(paid)		(1.117)	(1.785)
Cash flows from operating activities		**5.263**	**9.694**
Acquisition etc of intangible assets		(997)	(867)
Acquisition etc of property, plant and equipment		(223)	(93)
Acquisition of fixed asset investments		(51)	0
Cash flows from investing activities		**(1.271)**	**(960)**
Dividend paid		(6.917)	(6.917)
Cash flows from financing activities		**(6.917)**	**(6.917)**
Increase/decrease in cash and cash equivalents		**(2.925)**	**1.817**
Cash and cash equivalents beginning of year		7.568	5.751
Cash and cash equivalents end of year		**4.643**	**7.568**

Notes to consolidated financial statements

	2017 DKK'000	2016 DKK'000
1. Staff costs		
Wages and salaries	38.754	40.679
Other social security costs	635	627
	39.389	**41.306**
Average number of employees	**650**	**656**

	Remuneration of management 2017 DKK'000	Remuneration of management 2016 DKK'000
Executive Board	3.276	3.676
Board of Directors	200	50
	3.476	**3.726**

Cost of sales comprises direct and indirect costs for salaries for temporary workers as described in Accounting policies. Total wages including temporary workers amount to DKK 260,078 thousand in 2017 and DKK 257,852 thousand in 2016.

	2017 DKK'000	2016 DKK'000
2. Other financial income		
Interest income	60	60
Other financial income	22	22
	82	**82**

	2017 DKK'000	2016 DKK'000
3. Other financial expenses		
Interest expenses	59	17
Other financial expenses	61	62
	120	**79**

Notes to consolidated financial statements

	2017 DKK'000	2016 DKK'000
4. Tax on profit/loss for the year		
Tax on current year taxable income	569	1.560
Change in deferred tax for the year	114	82
Adjustment concerning previous years	1	(12)
	684	**1.630**

	2017 DKK'000	2016 DKK'000
5. Proposed distribution of profit/loss		
Ordinary dividend for the financial year	0	5.000
Transferred to other statutory reserves	474	0
Retained earnings	1.803	709
	2.277	**5.709**

	Completed develop-ment projects DKK'000	Acquired intangible assets DKK'000	Goodwill DKK'000
6. Intangible assets			
Cost beginning of year	803	898	700
Additions	809	188	0
Cost end of year	**1.612**	**1.086**	**700**
Amortisation and impairment losses beginning of year	(81)	(697)	(207)
Amortisation for the year	(201)	(149)	(140)
Amortisation and impairment losses end of year	**(282)**	**(846)**	**(347)**
Carrying amount end of year	**1.330**	**240**	**353**

Notes to consolidated financial statements

	Other fixtures and fittings, tools and equipment DKK'000	Leasehold improve-ments DKK'000
7. Property, plant and equipment		
Cost beginning of year	1.117	1.644
Additions	223	0
Cost end of year	**1.340**	**1.644**
Depreciation and impairment losses beginning of the year	(906)	(1.072)
Depreciation for the year	(177)	(165)
Depreciation and impairment losses end of the year	**(1.083)**	**(1.237)**
Carrying amount end of year	**257**	**407**

	Other receivables DKK'000
8. Fixed asset investments	
Cost beginning of year	8
Additions	51
Cost end of year	**59**
Carrying amount end of year	**59**

9. Prepayments

Prepayments concern prepaid costs.

10. Treasury shares

The share capital consists of 764,277,000 shares at DKK 0.10. The shares have not been divided into classes. The Company holds 90,447 (1.1834%) treasury shares at a nominal value of DKK 9,045.

	2017 DKK'000	2016 DKK'000
11. Other short-term payables		
VAT and duties	5.574	5.877
Wages and salaries, personal income taxes, social security costs, etc payable	5.920	7.773
Holiday pay obligation	19.843	18.972
Other costs payable	4.180	4.619
	35.517	**37.241**

Notes to consolidated financial statements

12. Short-term deferred income

Deferred income concerns accrued revenue.

	2017 DKK'000	2016 DKK'000
13. Change in working capital		
Increase/decrease in receivables	4.329	(1.920)
Increase/decrease in trade payables etc	(1.742)	5.122
	2.587	**3.202**

	2017 DKK'000	2016 DKK'000
14. Unrecognised rental and lease commitments		
Hereof liabilities under rental or lease agreements until maturity in total	**2.856**	**2.754**

The Company's bank has provided a guarantee of DKK 1,535 thousand to the Company's rental commitment.

	Registered in	Equity interest %	Equity DKK'000	Profit/loss DKK'000
15. Subsidiaries				
Moment Bemanning & Rekrytering AB	Malmö	100,0	68	3

Parent income statement for 2017

	Notes	2017 DKK'000	2016 DKK'000
Revenue		278.131	279.681
Cost of sales		(220.722)	(216.546)
Other external expenses		(14.190)	(13.555)
Gross profit/loss		**43.219**	**49.580**
Staff costs	1	(39.389)	(41.306)
Depreciation, amortisation and impairment losses		(831)	(938)
Operating profit/loss		**2.999**	**7.336**
Income from investments in group enterprises		3	4
Other financial income	2	82	82
Other financial expenses	3	(123)	(83)
Profit/loss before tax		**2.961**	**7.339**
Tax on profit/loss for the year	4	(684)	(1.630)
Profit/loss for the year	5	**2.277**	**5.709**

Parent income statement for 2017

	Notes	2017 DKK'000	2016 DKK'000
Completed development projects		1.330	722
Acquired intangible assets		240	201
Goodwill		353	493
Intangible assets	6	**1.923**	**1.416**
Other fixtures and fittings, tools and equipment		257	211
Leasehold improvements		407	572
Property, plant and equipment	7	**664**	**783**
Investments in group enterprises		70	73
Other receivables		59	8
Fixed asset investments	8	**129**	**81**
Fixed assets		**2.716**	**2.280**
Trade receivables		39.579	43.642
Other receivables		347	362
Income tax receivable		376	0
Prepayments	9	601	852
Receivables		**40.903**	**44.856**
Cash		**4.643**	**7.568**
Current assets		**45.546**	**52.424**
Assets		**48.262**	**54.704**

Parent balance sheet at 31.12.2017

	Notes	2017 DKK'000	2016 DKK'000
Contributed capital	10	764	764
Reserve for development expenditure		1.037	563
Retained earnings		9.840	9.948
Proposed dividend		0	5.000
Equity		**11.641**	**16.275**
Deferred tax		1.028	914
Provisions		**1.028**	**914**
Payables to group enterprises		68	73
Income tax payable		0	172
Other payables	11	35.519	37.241
Deferred income	12	6	29
Current liabilities other than provisions		**35.593**	**37.515**
Liabilities other than provisions		**35.593**	**37.515**
Equity and liabilities		**48.262**	**54.704**
Unrecognised rental and lease commitments	13		
Contingent liabilities	14		

Parent statement of changes in equity for 2017

	Contributed capital DKK'000	Reserve for development expenditure DKK'000	Retained earnings DKK'000	Proposed dividend DKK'000
Equity beginning of year	764	563	9.948	5.000
Ordinary dividend paid	0	0	0	(4.941)
Extraordinary dividend paid	0	0	(1.976)	0
Exchange rate adjustments	0	0	6	0
Other equity postings	0	0	59	(59)
Profit/loss for the year	0	474	1.803	0
Equity end of year	**764**	**1.037**	**9.840**	**0**

	Total DKK'000
Equity beginning of year	16.275
Ordinary dividend paid	(4.941)
Extraordinary dividend paid	(1.976)
Exchange rate adjustments	6
Other equity postings	0
Profit/loss for the year	2.277
Equity end of year	**11.641**

Notes to parent financial statements

	2017 DKK'000	2016 DKK'000
1. Staff costs		
Wages and salaries	38.754	40.679
Other social security costs	635	627
	39.389	**41.306**
Average number of employees	**650**	**656**

	Remuneration of management 2017 DKK'000	Remuneration of management 2016 DKK'000
Executive Board	3.276	3.676
Board of Directors	200	50
	3.476	**3.726**

Cost of sales comprises direct and indirect costs for salaries for temporary workers as described in Accounting policies. Total wages including temporary workers amount to DKK 260,078 thousand in 2017 and DKK 246,561 thousand in 2016.

	2017 DKK'000	2016 DKK'000
2. Other financial income		
Interest income	60	60
Other financial income	22	22
	82	**82**

	2017 DKK'000	2016 DKK'000
3. Other financial expenses		
Financial expenses from group enterprises	3	4
Interest expenses	59	17
Other financial expenses	61	62
	123	**83**

Notes to parent financial statements

	2017 DKK'000	2016 DKK'000
4. Tax on profit/loss for the year		
Tax on current year taxable income	569	1.560
Change in deferred tax for the year	114	82
Adjustment concerning previous years	1	(12)
	684	**1.630**

	2017 DKK'000	2016 DKK'000
5. Proposed distribution of profit/loss		
Ordinary dividend for the financial year	0	5.000
Transferred to other statutory reserves	474	0
Retained earnings	1.803	709
	2.277	**5.709**

	Completed develop-ment projects DKK'000	Acquired intangible assets DKK'000	Goodwill DKK'000
6. Intangible assets			
Cost beginning of year	803	898	700
Additions	809	188	0
Cost end of year	**1.612**	**1.086**	**700**
Amortisation and impairment losses beginning of year	(81)	(697)	(207)
Amortisation for the year	(201)	(149)	(140)
Amortisation and impairment losses end of year	**(282)**	**(846)**	**(347)**
Carrying amount end of year	**1.330**	**240**	**353**

Notes to parent financial statements

	Other fixtures and fittings, tools and equipment DKK'000	Leasehold improvements DKK'000
7. Property, plant and equipment		
Cost beginning of year	1.117	1.644
Additions	223	0
Cost end of year	**1.340**	**1.644**
Depreciation and impairment losses beginning of the year	(906)	(1.072)
Depreciation for the year	(177)	(165)
Depreciation and impairment losses end of the year	**(1.083)**	**(1.237)**
Carrying amount end of year	**257**	**407**

	Investments in group enterprises DKK'000	Other receivables DKK'000
8. Fixed asset investments		
Cost beginning of year	91	8
Additions	0	51
Cost end of year	**91**	**59**
Impairment losses beginning of year	(18)	0
Exchange rate adjustments	(6)	0
Share of profit/loss for the year	3	0
Impairment losses end of year	**(21)**	**0**
Carrying amount end of year	**70**	**59**

9. Prepayments

Prepayments concern prepaid costs.

10. Contributed capital

The share capital consists of 764,277,000 shares at DKK 0.10. The shares have not been divided into classes. The Company holds 90,447 (1.1834%) treasury shares at a nominal value of DKK 9,045.

Notes to parent financial statements

	2017 DKK'000	2016 DKK'000
11. Other payables		
VAT and duties	5.576	5.877
Wages and salaries, personal income taxes, social security costs, etc payable	5.920	7.773
Holiday pay obligation	19.843	18.972
Other costs payable	4.180	4.619
	35.519	**37.241**

12. Deferred income

Deferred income concerns accrued revenue.

	2017 DKK'000	2016 DKK'000
13. Unrecognised rental and lease commitments		
Hereof liabilities under rental or lease agreements until maturity in total	**2.856**	**2.754**

The Company's bank has provided a guarantee of DKK 1,535 thousand to the Company's rental commitment.

14. Contingent liabilities

The Company serves as an administration company in a Danish joint taxation arrangement. According to the joint taxation provisions of the Danish Corporation Tax Act, the Company is therefore liable from the financial year 2013 for income taxes etc for the jointly taxed companies and from 1 July 2012 also for obligations, if any, relating to the withholding of tax on interest, royalties and dividends for these companies.

Accounting policies

Reporting class

This annual report has been presented in accordance with the provisions of the Danish Financial Statements Act governing reporting class C enterprises (medium-sized).

The accounting policies applied to these consolidated financial statements and parent financial statements are consistent with those applied last year.

Recognition and measurement

Assets are recognised in the balance sheet when it is probable as a result of a prior event that future economic benefits will flow to the Entity, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when the Entity has a legal or constructive obligation as a result of a prior event, and it is probable that future economic benefits will flow out of the Entity, and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Measurement subsequent to initial recognition is effected as described below for each financial statement item.

Anticipated risks and losses that arise before the time of presentation of the annual report and that confirm or invalidate affairs and conditions existing at the balance sheet date are considered at recognition and measurement.

Income is recognised in the income statement when earned, whereas costs are recognised by the amounts attributable to this financial year.

Consolidated financial statements

The consolidated financial statements comprise Moment A/S (the Parent), Moment Professionals A/S and Moment AB Bemanning & Rekrytering (subsidiaries) that are controlled by the Parent. Control is achieved by the Parent, either directly or indirectly, holding more than 50% of the voting rights or in any other way possibly or actually exercising controlling influence.

Basis of consolidation

The consolidated financial statements are prepared on the basis of the financial statements of Moment A/S and its subsidiaries. The consolidated financial statements are prepared by combining uniform items. On consolidation, intra-group income and expenses, intra-group accounts and dividends as well as profits and losses on transactions between the consolidated enterprises are eliminated. The financial statements used for consolidation have been prepared applying the Group's accounting policies.

Subsidiaries' financial statement items are recognised in full in the consolidated financial statements.

Investments in subsidiaries are offset at the pro rata share of such subsidiaries' net assets at the acquisition date, with net assets having been calculated at fair value.

Accounting policies

Business combinations
Newly acquired or newly established enterprises are recognised in the consolidated financial statements from the time of acquiring or establishing such enterprises. Divested or wound-up enterprises are recognised in the consolidated income statement up to the time of their divestment or winding-up.

The purchase method is applied at the acquisition of new enterprises, under which identifiable assets and liabilities of these enterprises are measured at fair value at the acquisition date. On acquisition of enterprises, provisions are made for costs relating to decided and published restructurings in the acquired enterprise. Allowance is made for the tax effect of restatements.

Positive differences in amount (goodwill) between cost of the acquired share and fair value of the assets and liabilities taken over are recognised under intangible assets, and they are amortised systematically over the income statement based on an individual assessment of their useful life, however, no more than 20 years. Negative differences in amount (negative goodwill), corresponding to an estimated adverse development in the relevant enterprises, are recognised in the balance sheet under deferred income, and they are recognised in the income statement when such adverse development is realised.

Foreign currency translation
On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Receivables, payables and other monetary items denominated in foreign currencies that have not been settled at the balance sheet date are translated using the exchange rate at the balance sheet date. Exchange differences that arise between the rate at the transaction date and the rate in effect at the payment date, or the rate at the balance sheet date, are recognised in the income statement as financial income or financial expenses. Property, plant and equipment, intangible assets, inventories and other non-monetary assets that have been purchased in foreign currencies are translated using historical rates.

When recognising foreign subsidiaries and associates that are independent entities, the income statements are translated at average exchange rates for the months that do not significantly deviate from the rates at the transaction date. Balance sheet items are translated using the exchange rates at the balance sheet date. Goodwill is considered as belonging to the independent foreign entity and is translated using the exchange rate at the balance sheet date. Exchange differences arising out of the translation of foreign subsidiaries' equity at the beginning of the year at the balance sheet date exchange rates as well as out of the translation of income statements from average rates to the exchange rates at the balance sheet date are recognised directly in equity.

Exchange adjustments of outstanding accounts with independent foreign subsidiaries which are considered part of the total investment in the subsidiary in question are classified directly as equity.

When recognising foreign subsidiaries that are integral entities, monetary assets and liabilities are translated using the exchange rates at the balance sheet date. Non-monetary assets and liabilities are translated at the exchange rate of the time of acquisition or the time of any subsequent revaluation or write-down. The items of the income statement are translated at the average rates of the months; however, items deriving from non-monetary assets and liabilities are translated using the historical rates applicable to the relevant non-monetary items.

Accounting policies

Income statement

Revenue

Revenue from the sale of services is recognised in the income statement when delivery is made to the buyer. Revenue is recognised net of VAT, duties and sales discounts.

Cost of sales

Cost of sales comprises direct and indirect costs incurred to earn revenue. Cost of sales comprises direct and indirect costs for salaries for temporary workers measured at cost.

Other external expenses

Other external expenses include expenses relating to the Entity’s ordinary activities, including expenses for premises, stationery and office supplies, marketing costs, etc.

Expenses concerning internal development projects that do not fulfil the criteria for recognition in the balance sheet are also recognised in other external expenses.

Staff costs

Staff costs comprise salaries and wages as well as social security contributions, pension contributions, etc for entity staff.

Depreciation, amortisation and impairment losses

Amortisation, depreciation and impairment losses relating to intangible assets and property, plant and equipment comprise amortisation, depreciation and impairment losses for the financial year, calculated on the basis of the residual values and useful lives of the individual assets and impairment testing as well as gains and losses from the sale of intangible assets as well as property, plant and equipment.

Other financial income

Other financial income comprises dividends etc received on other investments, interest income, including interest income on receivables from group enterprises, net capital gains on securities, payables and transactions in foreign currencies, amortisation of financial assets as well as tax relief under the Danish Tax Prepayment Scheme etc.

Other financial expenses

Other financial expenses comprise interest expenses, including interest expenses on payables to group enterprises, net capital losses on securities, payables and transactions in foreign currencies, amortisation of financial liabilities as well as tax surcharge under the Danish Tax Prepayment Scheme etc.

Tax on profit/loss for the year

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognised in the income statement by the portion attributable to the profit for the year and recognised directly in equity by the portion attributable to entries directly in equity. The portion of the tax taken to the income statement, which relates to extraordinary profit/loss for the year, is allocated to this entry, whereas the remaining portion is taken to the year’s profit/loss from ordinary activities.

Accounting policies

The current tax payable or receivable is recognised in the balance sheet, stated as tax calculated on this year's taxable income, adjusted for prepaid tax.

The Parent is jointly taxed with all of its Danish subsidiaries. The current Danish income tax is allocated among the jointly taxed companies proportionally to their taxable income (full allocation with a refund concerning tax losses).

Balance sheet

Goodwill

Goodwill is amortised straight-line over its estimated useful life which is fixed based on the experience gained by Management for each business area. The amortisation period is usually five years, however, in certain cases it may be up to 20 years for strategically acquired enterprises with a strong market position and a long-term earnings profile if the longer amortisation period is considered to give a better reflection of the benefit from the relevant resources.

Goodwill is written down to the lower of recoverable amount and carrying amount.

Intellectual property rights etc

Software and intellectual property rights are measured at cost less accumulated amortisation. Software is amortised straight-line over its estimated useful life which is five years.

Development projects on clearly defined and identifiable products and processes, for which the technical rate of utilisation, adequate resources and a potential future market or development opportunity in the enterprise can be established, and where the intention is to manufacture, market or apply the product or process in question, are recognised as intangible assets. Other development costs are recognised as costs in the income statement as incurred.

The cost of development projects comprises costs such as salaries and amortisation that are directly and indirectly attributable to the development projects.

Indirect production costs in the form of indirect attributable staff costs and amortisation of intangible assets and depreciation on property, plant and equipment used in the development process are recognised in cost based on time spent on each project.

Completed development projects are amortised on a straight-line basis using the estimated useful lives of the assets. The amortisation period is five years. For development projects protected by intellectual property rights, the maximum amortisation period is the remaining duration of the relevant rights. Development projects are written down to the lower of recoverable amount and carrying amount.

Property, plant and equipment

Other fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses.

Accounting policies

Cost comprises the acquisition price, costs directly attributable to the acquisition and preparation costs of the asset until the time when it is ready to be put into operation.

The basis of depreciation is cost less estimated residual value after the end of useful life. Straight-line depreciation is made on the basis of the following estimated useful lives of the assets:

Other fixtures and fittings, tools and equipment	3-8 years

Property, plant and equipment are written down to the lower of recoverable amount and carrying amount.

Profits and losses from the sale of property, plant and equipment are calculated as the differences between selling price less selling costs and carrying amount at the time of sale. Profits or losses are recognised in the income statement as adjustment to depreciation and impairment losses, or under other operating income if the selling price exceeds original cost.

Investments in group enterprises
Investments in group enterprises are recognised and measured according to the equity method. This means that investments are measured at the pro rata share of the enterprises' equity.

The Parent's share of the enterprises' profits or losses after elimination of unrealised intra-group profits and losses is recognised in the income statement.

Group enterprises with negative equity are measured at DKK 0, and any receivables from these enterprises are written down by the Parent's share of such negative equity value if it is deemed irrecoverable. If the negative equity value exceeds the amount receivable, the remaining amount is recognised under provisions if the Parent has a legal or constructive obligation to cover the liabilities of the relevant enterprise.

Upon distribution of profit or loss, net revaluation of investments in group enterprises is transferred to Reserve for net revaluation according to the equity method under equity.

Receivables
Receivables are measured at amortised cost, usually equalling nominal value less write-downs for bad and doubtful debts.

Income tax payable or receivable
Current tax payable or receivable is recognised in the balance sheet, stated as tax calculated on this year's taxable income, adjusted for prepaid tax.

Prepayments
Prepayments comprise incurred costs relating to subsequent financial years. Prepayments are measured at cost.

Accounting policies

Cash
Cash comprises cash in hand and bank deposits.

Dividend
Dividend is recognised as a liability at the time of adoption at the general meeting. The proposed dividend for the financial year is disclosed as a separate item in equity.

Deferred tax
Deferred tax is recognised on all temporary differences between the carrying amount and tax-based value of assets and liabilities, for which the tax-based value of assets is calculated based on the planned use of each asset.

Deferred tax is measured based on the tax regulations and tax rates of the relevant countries that will be in effect, using the laws at the balance sheet date, when the deferred tax is estimated to be triggered as current tax. Changes in deferred tax resulting from changed tax rates are recognised in the income statement.

Deferred tax assets, including the tax base of tax loss carryforwards, are recognised in the balance sheet at their estimated realisable value, either as a set-off against deferred tax liabilities or as net tax assets.

Operating leases
Lease payments on operating leases are recognised on a straight-line basis in the income statement over the term of the lease.

Other financial liabilities
Other financial liabilities are measured at amortised cost, which usually corresponds to nominal value.

Deferred income
Deferred income comprises received income for recognition in subsequent financial years. Deferred income is measured at cost.

Cash flow statement
The cash flow statement shows cash flows from operating, investing and financing activities as well as cash and cash equivalents at the beginning and the end of the financial year.

Cash flows from operating activities are presented using the indirect method and calculated as the operating profit/loss adjusted for non-cash operating items, working capital changes and income taxes paid.

Cash flows from investing activities comprise payments in connection with acquisition and divestment of enterprises, activities and fixed asset investments as well as purchase, development, improvement and sale, etc of intangible assets and property, plant and equipment, including acquisition of assets held under finance leases.

Accounting policies

Cash flows from financing activities comprise changes in the size or composition of the contributed capital and related costs as well as the raising of loans, inception of finance leases, repayments of interest-bearing debt, purchase of treasury shares, and payment of dividend.

Cash and cash equivalents comprise cash and short-term securities with an insignificant price risk less short-term bank loans.