ADAPT Group A/S

Langebrogade 6 E, 2.
1411 København K
CVR no. 25 78 29 84

Annual report for 2019

Adopted at the annual general
meeting on 27 August 2020

Kresten Finsen Wiingaard
chairman

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Statement by management on the annual report

The supervisory and executive boards have today discussed and approved the annual report of ADAPT Group A/S for the financial year 1 January - 31 December 2019.

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

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

In our opinion, management's review includes a fair review of the matters dealt with in the management's review.

Management recommends that the annual report should be approved by the company in general meeting.

Copenhagen, 27 May 2020

Executive board

Kresten Finsen Wiingaard
director

Supervisory board

Søren Elmann Ingerslev chairman	Tommy Vange Davis	Peter Bloch
Kresten Finsen Wiingaard	Carsten Anthonisen	

Independent auditor's report

To the shareholders of ADAPT Group A/S
Opinion
We have audited the consolidated financial statements and the parent company financial statements of ADAPT Group A/S for the financial year 1 January - 31 December 2019, which comprise income statement, balance sheet, statement of changes in equity, notes and summary of significant accounting policies, for both the group and the parent company as well as consolidated cash flow statement. The consolidated financial statements and the parent companyfinancial statements are prepared under 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 group and the parent company's financial position at 31 December 2019 and of the results of the group and the parent company's operations and 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 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 parent company ” section of our report. 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 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 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 the consolidated financial statements and the parent company the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements and parent company 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 consolidated financial statements and parent company financial statements unless management either intends to liquidate the group or the company 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 parent company financial statements

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

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's and the parent company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting in preparing the consolidated financial statements and parent company 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 consolidated financial statements and parent company 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 consolidated financial statements and parent company financial statements, including the disclosures, and whether the consolidated financial statements and parent company financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

- Obtain sufficient and appropriate audit evidence regarding the financial information for the group's entities or business activities to express an opinion on the consolidated financial statements. We are responsible for directing, supervising and conducting the audit of the group. We alone are 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 management's review
Management is responsible for management's review.

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

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

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

Based on the work we have performed, we conclude that management's review is in accordance with the consolidated financial statements and parent company 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 management's review.

Roskilde, 27 May 2020

Azets Audit
Statsautoriseret revisionspartnerselskab
CVR no. 36 07 49 81

Anders Salomonsen
statsautoriseret revisor
MNE no. mne40143

Company details

The company	ADAPT Group A/S Langebrogade 6 E, 2. 1411 København K	
	Website:	www.adaptagency.com
	CVR no.:	25 78 29 84
	Reporting period: Incorporated: Financial year:	1 January - 31 December 2019 21. November 2000 19th financial year
	Domicile:	Copenhagen
Supervisory board	Søren Elmann Ingerslev, chairman Tommy Vange Davis Peter Bloch Kresten Finsen Wiingaard Carsten Anthonisen	
Executive board	Kresten Finsen Wiingaard, director	
Auditors	Azets Audit Statsautoriseret revisionspartnerselskab Vindingevej 10 4000 Roskilde	

Group chart

Parent Company

Adapt Group A/S, Copenhagen,
Nom. DKK 500.000

Consolidated subsidiaries

Ownership	Company
95%	Adapt A/S, Copenhagen, Danmark *(Denmark)*
100%	Adapt Digital Customer eXperience Inc., Boston, (USA)
100%	Adapt Digital Customer eXperience GmbH, Berlin, (Germany)
100%	Adapt Digital Customer eXperience S.L., Barcelona (Spain)
90%	Adapt Litauen Holding ApS, Copenhagen (Denmark)
80%	Adapt CRM ApS, Copenhagen (Denmark)

Financial highlights

Seen over a 5-year period, the development of the Company may be described by means of the following financial highlights:

	Group				
	2019	2018	2017	2016	2015
	DKK	DKK	DKK	DKK	DKK
Key figures					
Revenue	64.666.254	72.664.579	66.875.159	52.455.718	45.632.368
Gross profit	51.250.634	57.656.209	54.544.165	41.506.790	36.199.014
Profit/loss before amortisation/depreciation and impairment losses	-2.102.394	2.745.663	6.283.113	3.173.275	3.669.525
Profit/loss before net financials	-2.721.227	2.244.012	5.845.055	2.791.647	3.348.258
Net financials	-435.665	-154.031	-72.897	-22.026	1.369
Profit/loss for the year	-2.641.426	1.159.367	4.215.050	1.685.175	2.107.902
Balance sheet					
Balance sheet total	15.237.199	20.533.300	20.607.950	16.224.692	13.823.344
Equity	1.944.226	2.401.514	8.201.773	5.659.692	5.562.575
Number of employees	111	119	107	82	68
Financial ratios					
Gross margin	79,3%	79,3%	81,6%	79,1%	79,3%
EBIT margin	-4,2%	3,1%	8,7%	5,3%	7,3%
Return on assets	-15,2%	10,9%	31,7%	18,6%	24,4%
Solvency ratio	12,8%	11,7%	39,8%	34,9%	40,2%

The financial ratios are calculated in accordance with the Danish Finance Society's recommendations and guidelines. For definitions, see the summary of significant accounting policies..

Where the accounting policies have been changed, the comparatives for 2015 onwards have been restated. For an account of changes in accounting policies, see the summary of significant accounting policies.

Management's review

Business review
The company's objective is to own shares in IT-companies and to carry on other related activities.

Financial review
The group's income statement for the year ended 31 December 2019 shows a loss of DKK 2.641.426, and the balance sheet at 31 December 2019 shows equity of DKK 1.944.226.

In 2019 Adapt Group A/S has had an unsatisfying result. The reason being not one but many different incidents. At the same time, we have used 2019 to merge our three companies
Adapt Mobile, Adapt Conversion and Adapt A/S to one company which continues as Adapt A/S. The merger has removed sub-optimizing in the old business units since the services we provided began to overlap too much.

At the same time, we have invested in growth in new markets, primarily the USA, and also created a new business area in Denmark. The company is called Adapt CRM. It is established October 1st. The main activity is Salesforce consultancy and development. We already have clients in Sweden, The Netherlands and also Denmark.

As a business also has invested in new platforms and technologies, which will ensure our future growth goals and strategy for 2025.

Adapt Group has had a positive start in 2020. The Covid-19 has surely had some effect on our business but we estimate our result will be positive and will be comparable with some of our better results during our 22 years of existence. The foundation for this was created in 2019, so even though 2019 looks bad, it should be taken into consideration that is has been a transformation year for us.

Significant events occurring after the end of the financial year
No events have occurred after the balance sheet date which could significantly affect the the group's financial position.

Accounting policies

The annual report of ADAPT Group A/S for 2019 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class B as well as selected provisions as regards larger entities.

The accounting policies are identical for both the parent company financial statements and the consolidated financial statements.

The accounting policies applied are consistent with those of last year.

The annual report for 2019 is presented in DKK

Basis of recognition and measurement
Income is recognised in the income statement as earned, including value adjustments of financial assets and liabilities. All expenses, including amortisation, depreciation and impairment losses, are also recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits will flow to the group's and the parent company's 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 from the group's and the parent company's and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. On subsequent recognition, assets and liabilities are measured as described below for each individual accounting item.

Certain financial assets and liabilities are measured at amortised cost using the effective interest method. Amortised cost is calculated as the historic cost less any installments and plus/less the accumulated amortisation of the difference between the cost and the nominal amount.

On recognition and measurement, allowance is made for predictable losses and risks which occur before the annual report is presented and which confirm or invalidate matters existing at the balance sheet date.

Consolidated financial statements
The consolidated financial statements comprise the parent company Adapt Group A/S and subsidiaries in which the parent company, directly or indirectly, holds more than 50% of the voting rights or otherwise has a controlling interest.

On consolidation, intra-group income and expenses, holdings of shares, intra-group balances and dividends as well as realised and unrealised gains and losses on intra-group transactions are eliminated.

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

Entities acquired or formed during the year are recognised in the consolidated financial statements from the date of acquisition. Entities disposed of are recognised in the consolidated income statement until the date of disposal. Comparative figures are not restated for acquisitions or disposals.

Minority interests
In the consolidated financial statements, the items of subsidiaries are recognised in full. The minority interests' proportionate share of subsidiaries' profit/loss and equity is presented separately under appropriation of profit and in a main item under equity.

Income statement

Revenue
Income from the sale is recognised in the income statement, provided that the transfer of risk, usually on delivery to the buyer, has taken place and that the income can be measured reliably and is expected to be received.

Revenue is measured at the fair value of the agreed consideration, excluding VAT and other indirect taxes. Revenue is net of all types of discounts granted.

Income from customised products is recognised as production is carried out, implying that revenue corresponds to the selling price of contracts completed in the year (percentage-of-completion method). This method is applied where the total income and expenses relating to the contract and the stage of completion at the balance sheet date can be estimated reliably and it is probable that future economic benefits will flow to the Company.

Other external costs
Other external costs include expenses related to distribution, sale, advertising, administration, premises, bad debts, payments under operating leases, etc.

Staff costs
Staff costs include wages and salaries, including compensated absence and pensions, as well as other social security contributions, etc. made to the entity's employees. The item is net of refunds made by public authorities.

Amortisation, depreciation and impairment losses
Amortisation, depreciation and impairment losses comprise the year's amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

Financial income and expenses
Financial income and expenses are recognised in the income statement at the amounts relating to the financial year. Net financials include interest income and expenses, financial expenses relating to finance leases, realised and unrealised capital/exchange gains and losses on securities and foreign currency transactions, amortisation of mortgage loans and surcharges and allowances under the advance-payment-of-tax scheme, etc.

Accounting policies

Profit/loss from investments in subsidiaries
The proportionate share of the profit/loss for the year of subsidiaries is recognised in the parent company's income statement after full elimination of intra-group profits/losses.

Tax on profit/loss for the year
The parent company acts as management company for all jointly taxed entities and, in its capacity as such, pays all income taxes to the Danish tax authorities.

On payment of joint taxation contributions, the current Danish income tax is allocated between the jointly taxed entities in proportion to their taxable income. Entities with tax losses receive joint taxation contributions from entities that have been able to use tax losses to reduce their own taxable profits.

Tax for the year, which comprises the current tax charge for the year and changes in the deferred tax charge, is recognised in the income statement as regards the portion that relates to the profit/loss for the year and directly in equity as regards the portion that relates to entries directly in equity.

Balance sheet

Intangible assets

Goodwill

Goodwill is amortised over the expected economic life of the asset, measured by reference to management's experience in the individual business segments. Goodwill is amortised on a straight-line basis over the amortisation period, which is 5 years. The amortisation period is based on the assessment that the entities in question are strategically acquired entities with a strong market position and a long-term earnings profile.

Development projects, patents and licences

Development costs comprise costs, wages/salaries and amortisation losses that are directly and indirectly attributable to the company's development activities.

Developments projects recognised in the balance sheet are measured at cost less accumulated amortisation and impairment losses.

Following the completion of the development work, development costs are amortised on a straight-line basis over the estimated useful life. The amortisation period is usually five years.

Patents and licences are measured at cost less accumulated amortisation and impairment losses. Patents are amortised on a straight-line basis over the remaining patent period, and licences are amortised over the term of the licence, however not more than 5 years.

Tangible assets
Items of plant and machinery and fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses.

The depreciable amount is cost less the expected residual value at the end of the useful life.

Accounting policies

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

Straight-line depreciation is provided on the basis of the following estimated useful lives of the assets:

	Useful life		Residual value
Other fixtures and fittings, tools and equipment	3-5	years	0 %
Leasehold improvements	3-5	years	0 %

Gains or losses from the disposal of property, plant and equipment are recognised in the income statement as other operating income or other operating expenses, respectively.

Investments in subsidiaries
Investments in subsidiaries are measured at the proportionate share of the net asset value of the entities, calculated on the basis of the group's accounting policies, less or plus unrealised intra-group gains or losses and plus or less any remaining value of positive or negative goodwill made up according to the purchase method.

Investments in subsidiaries and associates with a negative net asset value are measured at DKK 0, and the carrying amount of any receivables from these entities is reduced to the extent that they are considered irrecoverable. If the parent company has a legal or constructive obligation to cover a deficit that exceeds the receivable, the balance is recognised under provisions.

Net revaluations of investments in subsidiaries are taken to the net revaluation reserve according to the equity method to the extent that the carrying amount exceeds the cost. Dividends from subsidiaries which are expected to be declared before the annual report of ADAPT Group A/S is adopted are not taken to the net revaluation reserve.

Impairment of fixed assets
The carrying amount of intangible assets, property, plant and equipment and investments in subsidiaries and associates is tested for impairment, other than what is reflected through normal amortisation and depreciation, on an annual basis.

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 is impaired, an impairment loss for that individual asset is recognised.

Accounting policies

Contract work in progress
Contract work in progress is 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 the expected aggregate income from the individual work in progress. The stage of completion is determined as the share of the expenses incurred relative to the expected total expenses for the individual work in progress.

Where the selling price of work in progress cannot be estimated reliably, the selling price is measured at the lower of costs incurred and net realisable value.

The individual work in progress is recognised in the balance sheet under receivables or payables. Net assets comprise the sum of work in progress where the selling price of the work performed exceeds invoicing on account. Net liabilities comprise the sum of work in progress where invoicing on account exceeds the selling price.

Prepayments
Prepayments recognised under 'Current assets' comprises expenses incurred concerning subsequent financial years.

Income tax and deferred tax
Current tax liabilities and current tax receivables are recognised in the balance sheet as the estimated tax on the taxable income for the year, adjusted for tax on the taxable income for previous years and tax paid on account.

Deferred tax is measured according to the liability method in respect of temporary differences between the carrying amount of assets and liabilities and their tax base, calculated on the basis of the planned use of the asset and settlement of the liability, respectively.

Deferred tax assets, including the tax base of tax losses allowed for carry forward, are measured at the value to which the asset is expected to be realised, either as a set-off against tax on future income or as a set-off against deferred tax liabilities within the same legal tax entity. Any deferred net tax assets are measured at net realisable value.

Liabilities
Financial liabilities are recognised on the raising of the loan at the proceeds received net of transaction costs incurred. On subsequent recognition, the financial liabilities are measured at amortised cost, corresponding to the capitalised value, using the effective interest method. Accordingly, the difference between the proceeds and the nominal value is recognised in the income statement over the term of the loan.

Other liabilities, which include trade payables, payables to group entities and other payables, are measured at amortised cost, which is usually equivalent to nominal value.

Accounting policies

Foreign currency translation

On initial recognition, foreign currency transactions are translated applying the exchange rate 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. If foreign currency transactions are considered cash flow hedges, the value adjustments are taken directly to equity.

Receivables and 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 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.

Cash flow statement

The cash flow statement shows the group's cash flows for the year, broken down under cash flows from operating, investing and financing activities, the year's changes in cash and cash equivalents and the group's cash and cash equivalents at the beginning and at the end of the year.

The cash flow effect of additions and disposals of entities is shown separately under cash flows from investing activities. The cash flow statement includes cash flows from acquired entities from the time of acquisition, and cash flows from sold entities are included until the date of sale.

Cash flows from operating activities

Cash flows from operating activities are stated as the group's profit or loss for the year, adjusted for non-cash operating items, changes in working capital and paid income taxes.

Cash flows from investing activities

Cash flows from investing activities comprise payments related to the acquisition and sale of entities and activities as well as 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 and short-term securities whose remaining life is less than three months and which are readily convertible into cash and which are subject only to insignificant risks of changes in value.

Accounting policies

Financial highlights

Definitions of financial ratios.

Gross margin ratio	$\frac{\text{Gross profit x 100}}{\text{Revenue}}$
EBIT margin	$\frac{\text{Profit/loss before financials x 100}}{\text{Revenue}}$
Return on assets	$\frac{\text{Profit/loss before financials x 100}}{\text{Average assets}}$
Solvency ratio	$\frac{\text{Equity at year-end x 100}}{\text{Total assets at year-end}}$

Income statement 1 January - 31 December

	Note	Group 2019 DKK	Group 2018 DKK	Parent Company 2019 DKK	Parent Company 2018 DKK
Revenue		**64.666.254**	**72.664.579**	**6.839.065**	**8.678.840**
Other external costs		-13.415.620	-15.008.370	-1.363.273	-1.853.676
Gross profit		**51.250.634**	**57.656.209**	**5.475.792**	**6.825.164**
Staff costs	1	-53.353.028	-54.910.546	-5.440.243	-6.838.423
Profit/loss before amortisation/depreciation and impairment losses		**-2.102.394**	**2.745.663**	**35.549**	**-13.259**
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment		-618.833	-501.651	-5.424	-3.616
Profit/loss before net financials		**-2.721.227**	**2.244.012**	**30.125**	**-16.875**
Income from investments in subsidiares		0	0	-2.657.266	1.172.105
Financial income		5.394	-41.091	0	20.524
Financial costs		-441.059	-112.940	-3.703	-17.281
Profit/loss before tax		**-3.156.892**	**2.089.981**	**-2.630.844**	**1.158.473**
Tax on profit/loss for the year	2	698.902	-537.812	-10.582	894
Profit/loss before minority interests		**-2.457.990**	**1.552.169**	**-2.641.426**	**1.159.367**
Minority interests' share of net profit/loss of subsidiaries		-183.436	-392.802	0	0
Profit/loss for the year		**-2.641.426**	**1.159.367**	**-2.641.426**	**1.159.367**
Distribution of profit	3				

Balance sheet 31 December

	Note	Group 2019 DKK	Group 2018 DKK	Parent Company 2019 DKK	Parent Company 2018 DKK
Assets					
Completed development projects		1.277.100	0	0	0
Acquired patents		38.482	57.723	0	0
Goodwill		240.000	320.000	0	0
Intangible assets	4	**1.555.582**	**377.723**	**0**	**0**
Other fixtures and fittings, tools and equipment		198.239	276.183	7.230	12.654
Leasehold improvements		152.476	262.200	0	0
Tangible assets	5	**350.715**	**538.383**	**7.230**	**12.654**
Investments in subsidiaries	6	0	0	557.397	3.897.379
Other fixed asset investments	7	13.551	14.033	0	0
Deposits	7	813.957	823.067	0	0
Fixed asset investments		**827.508**	**837.100**	**557.397**	**3.897.379**
Total non-current assets		**2.733.805**	**1.753.206**	**564.627**	**3.910.033**
Trade receivables		9.579.493	14.182.218	0	5.000
Receivables from subsidiaries		0	0	2.377.180	2.860.792
Other receivables		226.820	186.482	30.000	1.500
Deferred tax asset		768.703	56.210	0	0
Corporation tax		177.000	704.733	177.000	702.894
Prepayments		552.330	680.112	56.698	93.070
Receivables		**11.304.346**	**15.809.755**	**2.640.878**	**3.663.256**
Cash at bank and in hand		**1.199.048**	**2.970.339**	**803.261**	**871.260**
Total current assets		**12.503.394**	**18.780.094**	**3.444.139**	**4.534.516**
Total assets		**15.237.199**	**20.533.300**	**4.008.766**	**8.444.549**

Balance sheet 31 December

	Note	Group 2019	Group 2018	Parent Company 2019	Parent Company 2018
		DKK	DKK	DKK	DKK
Equity and liabilities					
Share capital		497.738	487.500	497.738	487.500
Reserve for net revaluation under the equity method		0	0	0	1.706.988
Reserve for development costs		996.138	0	0	0
Retained earnings		138.483	1.686.290	1.134.625	-20.699
Non-controlling interests		311.867	227.724	0	0
Equity		**1.944.226**	**2.401.514**	**1.632.363**	**2.173.789**
Other payables		1.049.105	0	132.123	0
Total non-current liabilities	8	**1.049.105**	**0**	**132.123**	**0**
Other credit institutions		4.462.198	2.475.777	0	300
Prepayments received from customers		458.581	1.251.091	0	0
Trade payables		2.147.432	985.589	91.804	57.048
Payables to subsidiaries		0	0	1.324.529	2.329.744
Payables to associates		0	2.200.000	0	2.200.000
Corporation tax		10.582	553.710	10.582	0
Other payables		5.165.075	10.665.619	817.365	1.683.668
Total current liabilities		**12.243.868**	**18.131.786**	**2.244.280**	**6.270.760**
Total liabilities		**13.292.973**	**18.131.786**	**2.376.403**	**6.270.760**
Total equity and liabilities		**15.237.199**	**20.533.300**	**4.008.766**	**8.444.549**

	Note
Rent and lease liabilities	9
Contingent liabilities	10

Statement of changes in equity

Group

	Share capital	Reserve for developme nt costs	Retained earnings	Non-controlling interests	Total
Equity at 1 January 2019	487.500	0	1.686.285	227.724	2.401.509
Cash capital increase	10.238	0	2.089.762	0	2.100.000
Other equity movements	0	996.138	-996.138	84.143	84.143
Net profit/loss for the year	0	0	-2.641.426	0	-2.641.426
Equity at 31 December 2019	**497.738**	**996.138**	**138.483**	**311.867**	**1.944.226**

Parent Company

	Share capital	Reserve for net revalua-tion under the equity method	Retained earnings	Total
Equity at 1 January 2019	487.500	1.706.988	-20.699	2.173.789
Cash capital increase	10.238	0	2.089.762	2.100.000
Net profit/loss for the year	0	-1.706.988	-934.438	-2.641.426
Equity at 31 December 2019	**497.738**	**0**	**1.134.625**	**1.632.363**

Cash flow statement 1 January - 31 December

	Note	Group 2019 DKK	Group 2018 DKK
Net profit/loss for the year		-2.641.426	1.159.367
Adjustments	11	439.739	1.143.622
Change in working capital	12	-1.591.936	2.409.150
Cash flows from operating activities before financial income and expenses		**-3.793.623**	**4.712.139**
Financial income		5.394	1.989
Financial expenses		-441.060	-156.019
Cash flows from ordinary activities		**-4.229.289**	**4.558.109**
Corporation tax paid		-28.991	-1.303.279
Cash flows from operating activities		**-4.258.280**	**3.254.830**
Purchase of intangible assets		-1.386.000	-400.000
Purchase of property, plant and equipment		-223.146	-254.048
Fixed asset investments made etc		9.714	-115.156
Cash flows from investing activities		**-1.599.432**	**-769.204**
Repayment of loans from credit institutions		1.986.421	2.447.614
Cash capital increase		2.100.000	0
Cash capital decrease		0	-2.741.000
Dividend paid		0	-4.200.000
Cash flows from financing activities		**4.086.421**	**-4.493.386**
Change in cash and cash equivalents		**-1.771.291**	**-2.007.760**
Cash and cash equivalents		2.970.339	4.978.099
Cash and cash equivalents		**1.199.048**	**2.970.339**
Analysis of cash and cash equivalents:			
Cash at bank and in hand		1.199.048	2.970.339
Cash and cash equivalents		**1.199.048**	**2.970.339**

Notes

		Group		Parent Company	
		2019	2018	2019	2018
		DKK	DKK	DKK	DKK
1	**Staff costs**				
	Wages and salaries	47.149.762	47.140.163	4.757.483	6.353.477
	Pensions	4.508.642	2.913.437	572.141	482.502
	Other social security costs	730.027	2.466.118	44.684	48.624
	Other staff costs	2.350.597	2.390.828	65.935	-46.180
		54.739.028	**54.910.546**	**5.440.243**	**6.838.423**
	Transfer to development cost	-1.386.000	0	0	0
		53.353.028	**54.910.546**	**5.440.243**	**6.838.423**
	Average number of employees	111	119	5	6
2	**Tax on profit/loss for the year**				
	Current tax for the year	13.591	550.977	10.582	-894
	Deferred tax for the year	-712.493	-13.165	0	0
		-698.902	**537.812**	**10.582**	**-894**
3	**Distribution of profit**				
	Reserve for net revaluation under the equity method	0	0	-1.706.988	275.427
	Retained earnings	-2.641.426	1.159.367	-934.438	883.940
		-2.641.426	**1.159.367**	**-2.641.426**	**1.159.367**

4 Intangible assets

Group

	Completed development projects	Acquired patents	Goodwill
Cost at 1 January 2019	0	96.205	400.000
Additions for the year	1.386.000	0	0
Cost at 31 December 2019	1.386.000	96.205	400.000

Notes

4 Intangible assets (continued)

Group

	Completed development projects	Acquired patents	Goodwill
Impairment losses and amortisation at 1 January 2019	0	38.482	80.000
Depreciation for the year	108.900	19.241	80.000
Impairment losses and amortisation at 31 December 2019	108.900	57.723	160.000
Carrying amount at 31 December 2019	**1.277.100**	**38.482**	**240.000**

5 Tangible assets

Group

	Other fixtures and fittings, tools and equipment	Leasehold improvements
Cost at 1 January 2019	1.549.512	1.486.870
Additions for the year	132.146	91.000
Cost at 31 December 2019	1.681.658	1.577.870
Impairment losses and depreciation at 1 January 2019	1.312.699	1.224.670
Depreciation for the year	170.720	200.724
Impairment losses and depreciation at 31 December 2019	1.483.419	1.425.394
Carrying amount at 31 December 2019	**198.239**	**152.476**

Parent Company

	Other fixtures and fittings, tools and equipment
Cost at 1 January 2019	16.270
Cost at 31 December 2019	16.270

Notes

5 Tangible assets (continued)

Parent Company

	Other fixtures and fittings, tools and equipment
Impairment losses and depreciation at 1 January 2019	3.616
Depreciation for the year	5.424
Impairment losses and depreciation at 31 December 2019	9.040
Carrying amount at 31 December 2019	**7.230**

	Group		Parent Company	
	2019	2018	2019	2018
	DKK	DKK	DKK	DKK
6 Investments in subsidiaries				
Cost at 1 January 2019	0	0	1.327.505	857.505
Additions for the year	0	0	92.170	470.000
Cost at 31 December 2019	0	0	1.419.675	1.327.505
Revaluations at 1 January 2019	0	0	2.569.874	6.473.389
Fair value adjustment currency	0	0	-18.935	4.198
Other adjustments	0	0	-74.329	0
Net profit for the year	0	0	-2.444.002	1.279.153
Received dividend	0	0	-774.886	-5.075.620
Depreciation goodwill	0	0	-120.000	-111.246
Revaluations at 31 December 2019	0	0	-862.278	2.569.874
Carrying amount at 31 December 2019	**0**	**0**	**557.397**	**3.897.379**

Notes

Group
Investments in subsidiaries are specified as follows:

Name	Registered office	Ownership interest
Adapt A/S	Copenhagen	100%
Adapt Digital Customer eXperience S.L.	Barcelona	100%
Adapt Digital Customer eXperience Inc.	Boston	100%
Adapt Digital Customer eXperience GmbH	Berlin	100%
Adapt CRM ApS	Copenhagen	80%
Adapt Litauen Holding ApS	Copenhagen	90%

7 Fixed asset investments

Group

	Other fixed asset investments	Deposits
Cost at 1 January 2019	14.033	823.067
Disposals for the year	-482	-9.110
Cost at 31 December 2019	13.551	813.957
Carrying amount at 31 December 2019	**13.551**	**813.957**

8 Long term debt

Group	Debt at 1 January 2019	Debt at 31 December 2019	Instalment next year	Debt outstanding after 5 years
Other payables	0	1.049.105	0	0
	0	**1.049.105**	**0**	**0**

Parent Company	Debt at 1 January 2019	Debt at 31 December 2019	Instalment next year	Debt outstanding after 5 years
Other payables	0	132.123	0	0
	0	**132.123**	**0**	**0**

Notes

		Group		Parent Company	
		2019	2018	2019	2018
		DKK	DKK	DKK	DKK
9	**Rent and lease liabilities**				
	Rental commitments, non-cancellable period 1-2 years	496.000	763.774	0	0

10 Contingent liabilities

As management company, the company is jointly taxed with other Danish group entities and is jointly and severally liable together with these for payment of corporate income tax and withholding tax on interest, royalties and dividends. The total provision 31 December 2019 is t.DKK 0.

		2019	2018
11	**Cash flow statement - adjustments**		
	Financial income	-5.394	-1.989
	Financial costs	441.059	156.020
	Depreciation, amortisation and impairment losses, including losses and gains on sales	618.833	501.651
	Tax on profit/loss for the year	-698.902	537.812
	Minority interests' share of net profit/loss of subsidiaries	84.143	-18.626
	Other adjustments	0	-31.246
		439.739	**1.143.622**

		2019	2018
12	**Cash flow statement - change in working capital**		
	Change in receivables	5.217.903	-1.621.147
	Change in trade payables, etc.	-6.809.839	4.030.297
		-1.591.936	**2.409.150**

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Søren Elmann Ingerslev
Bestyrelsesmedlem
Serienummer: PID:9208-2002-2-472724299107
IP: 31.31.xxx.xxx
2020-06-10 09:04:48Z
NEM ID

Kresten Wiingaard
Direktør
Serienummer: CVR:25782984-RID:85608199
IP: 94.18.xxx.xxx
2020-06-11 07:27:42Z
NEM ID

Kresten Wiingaard
Bestyrelsesmedlem
Serienummer: CVR:25782984-RID:85608199
IP: 94.18.xxx.xxx
2020-06-11 07:27:42Z
NEM ID

Tommy Vange Davis
Bestyrelsesmedlem
Serienummer: PID:9208-2002-2-080053834575
IP: 94.18.xxx.xxx
2020-06-12 07:17:33Z
NEM ID

Peter Bloch
Bestyrelsesmedlem
Serienummer: PID:9208-2002-2-234227877419
IP: 83.88.xxx.xxx
2020-06-12 10:17:58Z
NEM ID

Carsten Anthonisen
Bestyrelsesmedlem
Serienummer: PID:9208-2002-2-225521708197
IP: 77.241.xxx.xxx
2020-06-15 09:07:11Z
NEM ID

Anders Salomonsen
Statsautoriseret revisor
På vegne af: Azets Audit Statsautoriseret Revisionspartnerselskab
Serienummer: CVR:36074981-RID:98866845
IP: 152.115.xxx.xxx
2020-06-15 09:09:44Z
NEM ID

Kresten Wiingaard
Dirigent
Serienummer: CVR:25782984-RID:85608199
IP: 94.18.xxx.xxx
2020-06-15 09:31:04Z
NEM ID