# Adform A/S

Wildersgade 10 B, 1. floor, 1408 Copenhagen K

CVR no. 26 43 48 15

## Annual report 2016

Approved at the Company's annual general meeting on 19 May 2017

Chairman:

.....................................................

Building a better
working world

## Contents

## Statement by Management on the annual report

Today, the Board of Directors and the Executive Board have discussed and approved the annual report of Adform A/S for the financial year 1 January - 31 December 2016.

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

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2016 and of the results of the Group's and the Parent Company's operations and the consolidated cash flows for the financial year 1 January - 31 December 2016.

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

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

Copenhagen, 19 May 2017
Executive Board:

Gustav Christen Mellentin

Jakob Toftgaard Bak

Board of Directors:

Peter Thorlund Haahr
Chairman

Stefan Juricic

Jakob Toftgaard Bak

# Independent auditor's report

**To the shareholders of Adform A/S**

## Opinion

We have audited the consolidated financial statements and the parent company financial statements of Adform A/S for the financial year 1 January - 31 December 2016, which comprise an income statement, balance sheet, statement of changes in equity and notes, including accounting policies, for both the Group and the Parent Company, as well as a consolidated statement of cash flows. The consolidated financial statements and the parent company financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2016 and of the results of the Group's and the Parent Company's operations as well as the consolidated cash flows for the financial year 1 January - 31 December 2016 in accordance with the Danish Financial Statements Act.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements and the parent company financial statements" 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 additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and 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 company 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 consolidated financial statements and parent company financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements and the 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 the parent company financial statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

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

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

## Independent auditor's report

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

- Identify and assess the risks of material misstatement of the consolidated financial statements and the 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 the 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 the parent company financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is 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 Parent Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the consolidated financial statements and the parent company financial statements, including the disclosures, and whether the consolidated financial statements and the parent company financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

### Statement on the Management's review

Management is responsible for the Management's review.

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

In connection with our audit of the consolidated financial statements and the parent company financial statements, our responsibility is to read the Management's review and, in doing so, consider whether the Management's review is materially inconsistent with the consolidated financial statements or the 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 the Management's review provides the information required under the Danish Financial Statements Act.

## Independent auditor's report

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

Copenhagen, 19 May 2017
ERNST & YOUNG
Godkendt Revisionspartnerselskab
CVR no. 30 70 02 28

Peter Gath
State Authorised
Public Accountant

Kim Nicolajsen
State Authorised
Public Accountant

## Management's review

### Financial highlights for the Group

| | 2016 | 2015 | 2014 | 2013 | 2012 |
|---|---|---|---|---|---|
| **Key figures (In DKK thousands)** | | | | | |
| Revenue | 377,537 | 282,602 | 203,196 | 120,136 | 72,615 |
| Gross margin | 246,042 | 184,903 | 156,977 | 90,439 | 50,791 |
| EBITDA | 12,320 | 16,599 | 36,656 | 24,701 | 6,066 |
| Operating profit/loss | -26,087 | -2,767 | 26,499 | 19,109 | 2,921 |
| Profit/loss from net financials | -11,509 | -818 | -2,259 | -1,282 | -114 |
| Profit/loss for the year | -37,986 | -4,648 | 18,252 | 13,527 | 1,978 |
| Total assets | 597,173 | 350,952 | 206,019 | 118,504 | 57,305 |
| Portion relating to investments in items of property, plant and equipment | 35,246 | 38,020 | 8,830 | 3,127 | 5,078 |
| Equity | 65,646 | 100,402 | 92,633 | 56,942 | 34,012 |
| Cash flows from operating activities | 11,319 | 59,046 | 13,494 | 10,183 | -854 |
| Cash flow from investing activities | -96,493 | -67,451 | -18,727 | -17,788 | -13,534 |
| Cash flows from financing activities | 123,609 | 7,891 | 11,409 | 9,783 | 12,144 |
| Total cash flows | 38,435 | -514 | 6,176 | 2,178 | -2,244 |
| **Financial ratios** | | | | | |
| Gross margin | 65,2 | 65,4 | 77,3 | 75,3 | 69,9 |
| Net margin | -10,1 | -1,6 | 9,0 | 11,3 | 2,7 |
| Return on equity | -45,8 | -4,8 | 24,4 | 29,7 | 7,0 |
| Equity ratio | 11,0 | 28,6 | 45,0 | 48,1 | 59,4 |
| Return on assets | -4,4 | 0,8 | 12,9 | 16,1 | 5,0 |
| Average number of full-time employees | 759 | 584 | 356 | 230 | 125 |

Financial ratios are calculated in accordance with the Danish Finance Society's guidelines on the calculation of financial ratios, "Recommendations and Financial Ratios 2015".

# Management's review

## Financial highlights for the Group

The financial ratios stated under "Financial highlights" have been calculated as follows:

| | |
|---|---|
| Gross margin | $\frac{\text{Gross profit x 100}}{\text{Revenue}}$ |
| Net margin | $\frac{\text{Profit/loss for the year x 100}}{\text{Revenue}}$ |
| Return on equity | $\frac{\text{Profit/loss for the year x 100}}{\text{Average equity}}$ |
| Equity ratio | $\frac{\text{Equity, year-end x 100}}{\text{Total equity and liabilities, year-end}}$ |
| Return on assets | $\frac{\text{Operating profit/loss x 100}}{\text{Total assets}}$ |

# Management's review

## Management commentary

### Primary activities

The Group's and the Company's activities comprise development and consultancy services in connection with software for analysis and follow-up on data traffic and ad tech solutions.

### Development in activities and finances compared to expectations

The result for the year for the Group is a loss of DKK 37,986 thousand against a loss of DKK 4,648 thousand in 2015. The result for the year for the Parent is a loss of DKK 41,831 thousand against a profit of 10,001 thousand in 2015.

The result for the year is satisfactory and in accordance with management expectations as 2016 has been a year of continued development of Adform's full-stack platform and on continued market penetration and expansion.

On the financing side, interest expenses has increased due to issuance of a bond loan.

### Uncertainty relating to recognition and measurement

Management evaluates that no particular uncertainties are related to recognition and measurement in connection with the presentation of the annual report.

### Outlook

The Group and the Parent Company will continue its primary activities of development and platform services in connection with software for analysis and follow-up on data traffic and will continue geographical expansion with continuing revenue growth.

For 2017, Management expects a 15% growth in both revenue and EBITDA.

**In order to further strengthen the Group's capital resources, Management expects to obtain a factoring agreement with a credit institution for a part of the Group's trade receivables.**

### Particular risks

Management evaluates that no particular risks are related to recognition and measurement in connection with the presentation of the annual report.

### Knowledge resources - staff

The Group continuously recruits well-educated people and is depending on their availability in the market.

### Research and development activities

In 2016, the Group has capitalized development cots regarding development projects at a cost price of DKK 51,982 thousand against DKK 39,965 thousand in 2015. The capitalized development projects are recognised as intangible assets with estimated useful life of 7 years.

### Corporate Social Responsibility

The Group has not formed policies on social responsibility, including human rights, climate and environmental impacts

#### *Goals and policies for the underrepresented gender*

The Board of Directors currently consists of three male members elected by the general assembly.

The Parent Company has a target of at least one female member in the Board of Directors latest in 2020, and will start to develop a policy for how to improve gender balance in the management.

# Management's review

## Management commentary

For other management levels the Parent Company has more focus on employing more women in general and to make leadership positions more attractive for women. In 2016 the management group of Adform has been strengthened by establishing a separate function as Chief Human Resource Officer. This position has been filled with a female.

### Events after the balance sheet date

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

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

## Income statement

| Note | DKK'000 | Group 2016 | Group 2015 | Parent 2016 | Parent 2015 |
|---|---|---|---|---|---|
| 2 | **Revenue** | 377,537 | 282,602 | 391,493 | 268,052 |
| 3 | Other external expenses | -131,495 | -97,699 | -367,207 | -227,906 |
| | **Gross margin** | 246,042 | 184,903 | 24,286 | 40,146 |
| 4 | Staff costs | -233,722 | -168,304 | -33,916 | -38,819 |
| 5 | Amortisation and depreciation | -38,407 | -19,366 | -34,594 | -18,321 |
| | **Operating profit/loss** | -26,087 | -2,767 | -44,224 | -16,994 |
| | Income from investments in subsidiaries | 0 | 0 | 11,681 | 3,636 |
| 6 | Financial income | 10,752 | 9,663 | 9,910 | 8,533 |
| 7 | Financial expenses | -22,260 | -10,481 | -21,723 | -8,994 |
| | **Profit/loss before tax** | -37,596 | -3,585 | -44,356 | -13,819 |
| 8 | Tax for the year | -391 | -1,063 | 2,525 | 3,818 |
| | **Profit/loss for the year** | -37,986 | -4,648 | -41,831 | -10,001 |

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

### Balance sheet

| | | Consolidated | | Parent company | |
|---|---|---|---|---|---|
| Note | DKK'000 | 2016 | 2015 | 2016 | 2015 |
| | **ASSETS** | | | | |
| | **Fixed assets** | | | | |
| 9 | **Intangible assets** | | | | |
| | Completed development projects | 103,306 | 61,421 | 107,219 | 66,333 |
| | Licences | 6,823 | 4,164 | 5,916 | 3,759 |
| | | 110,129 | 65,585 | 113,134 | 70,092 |
| 10 | **Property, plant and equipment** | | | | |
| | Fixtures and fittings, plant and equipment | 53,834 | 38,659 | 38,493 | 26,699 |
| | | 53,834 | 38,659 | 38,493 | 26,699 |
| | **Financial assets** | | | | |
| 11 | Investments in subsidiaries | 0 | 0 | 982 | 934 |
| 12 | Other investments | 7 | 7 | 7 | 7 |
| 12 | Deposits | 5,007 | 2,507 | 230 | 406 |
| | | 5,014 | 2,514 | 1,219 | 1,347 |
| | **Total fixed assets** | 168,977 | 106,758 | 152,846 | 98,138 |
| | **Non-fixed assets** | | | | |
| | **Receivables** | | | | |
| | Trade receivables | 357,746 | 213,239 | 343,789 | 197,150 |
| | Receivables from subsidiaries | 0 | 0 | 18,332 | 19,986 |
| 13 | Deferred tax assets | 281 | 201 | 0 | 0 |
| | Income tax receivables | 892 | 4,124 | 0 | 0 |
| | Other receivables | 5,463 | 175 | 109 | 249 |
| 14 | Prepayments | 9,439 | 10,515 | 6,031 | 5,893 |
| | | 373,821 | 228,254 | 368,261 | 223,278 |
| | **Cash** | 54,375 | 15,940 | 34,508 | 10,602 |
| | **Total non-fixed assets** | 428,196 | 244,194 | 402,769 | 233,880 |
| | **TOTAL ASSETS** | 597,173 | 350,952 | 555,615 | 332,018 |

## Consolidated financial statements and parent company financial statements for the period 1 January - 31 December

### Balance sheet

| | | Consolidated | | Parent company | |
|---|---|---|---|---|---|
| Note | DKK'000 | 2016 | 2015 | 2016 | 2015 |
| | **EQUITY AND LIABILITIES** | | | | |
| | **Equity** | | | | |
| 15 | Share capital | 500 | 500 | 500 | 500 |
| | Reserve for development costs | - | - | 38,034 | 0 |
| | Share premium | 0 | 0 | 0 | 0 |
| | Retained earnings | 65,146 | 99,902 | 9,354 | 89,236 |
| | Dividend proposed for the year | 0 | 0 | 0 | 0 |
| | **Total equity** | 65,646 | 100,402 | 47,888 | 89,736 |
| | **Provisions** | | | | |
| 13 | Deferred tax | 2 | 2,526 | 0 | 2,530 |
| | **Total provisions** | 2 | 2,526 | 0 | 2,530 |
| | **Liabilities other than provisions** | | | | |
| 16 | **Non-current liabilities other than provisions** | | | | |
| | Financial lease liabilities | 6,142 | 12,523 | 5,986 | 0 |
| | Debt to credit institutions | 157,616 | 0 | 157,616 | 0 |
| | | 163,758 | 12,523 | 163,601 | 0 |
| | **Current liabilities other than provisions** | | | | |
| 16 | Current portion of non-current liabilities other than provisions | 6,184 | 7,347 | 5,854 | 19,188 |
| | Debt to other credit institutions | 0 | 26,462 | 0 | 26,462 |
| | Trade payables | 301,361 | 168,153 | 252,823 | 164,733 |
| | Payables to subsidiaries | 0 | 0 | 59,440 | 16,821 |
| | Income tax payables | 1,685 | 4,012 | 0 | 0 |
| | Other payables | 58,537 | 29,526 | 26,009 | 12,548 |
| | | 367,767 | 235,501 | 344,126 | 239,752 |
| | Total liabilities other than provisions | 531,525 | 248,024 | 507,727 | 239,752 |
| | TOTAL EQUITY AND LIABILITIES | 597,173 | 350,952 | 555,615 | 332,018 |

1 Accounting policies
17 Contractual obligations and contingencies
18 Mortgages and collateral
19 Related parties

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

### Statement of changes in equity

| | | Group | | | | |
|---|---|---|---|---|---|---|
| Note | DKK'000 | Share capital | Share premium | Retained earnings | Dividend proposed for the year | Total equity |
| | Equity at 1 January 2015 | 209 | 0 | 92,424 | 0 | 92,633 |
| | Dividend distribution | 0 | 0 | 0 | 0 | 0 |
| | Capital increase | 291 | 14,056 | -280 | 0 | 14,067 |
| | Transferred from share premium | 0 | -14,056 | 14,056 | 0 | 0 |
| | Transfer, see "Appropriation of profit/loss" | 0 | 0 | -4,648 | 0 | -4,648 |
| | Foreign exchange adjustments, foreign subsidiary | 0 | 0 | -1,650 | 0 | -1,650 |
| | **Equity at 1 January 2016** | 500 | 0 | 99,902 | 0 | 100,402 |
| | Dividend distribution | 0 | 0 | 0 | 0 | 0 |
| | Transfer, see "Appropriation of profit/loss" | 0 | 0 | -37,986 | 0 | -37,986 |
| | Foreign exchange adjustments, foreign subsidiary | 0 | 0 | 3,230 | 0 | 3,230 |
| | **Equity at 31 December 2016** | 500 | 0 | 65,146 | 0 | 65,646 |

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

## Statement of changes in equity

| | | Parent | | | | | |
|---|---|---|---|---|---|---|---|
| Note | DKK'000 | Share capital | Reserve for development costs | Share premium | Retained earnings | Dividend proposed for the year | Total |
| | Equity at 1 January 2015 | 209 | 0 | 0 | 85,461 | 0 | 85,670 |
| | Dividend distribution | 0 | 0 | 0 | 0 | 0 | 0 |
| | Capital increase | 291 | 0 | 14,056 | -280 | 0 | 14,067 |
| | Transferred from share premium | 0 | 0 | -14,056 | 14,056 | 0 | 0 |
| 20 | Transfer, see "Appropriation of profit/loss" | 0 | 0 | 0 | -10,001 | 0 | -10,001 |
| | **Equity at 1 January 2016** | 500 | 0 | 0 | 89,236 | 0 | 89,736 |
| | Dividend distribution | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 | Transfer, see "Appropriation of profit/loss" | 0 | 38,034 | 0 | -79,865 | 0 | -41,831 |
| | Foreign exchange adjustments, foreign subsidiary | 0 | 0 | 0 | -17 | 0 | -17 |
| | **Equity at 31 December 2016** | 500 | 38,034 | 0 | 9,354 | 0 | 47,888 |

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

## Cash flow statement

| Note | DKK'000 | Group 2016 | Group 2015 |
|---|---|---|---|
| | Operating profit/loss | -26,087 | -2,767 |
| | Amortisation/depreciation charges | 38,106 | 19,366 |
| | Cash generated from operations before changes in working capital | 12,019 | 16,599 |
| 22 | Changes in working capital | 3,526 | 47,763 |
| | Cash generated from operations | 15,545 | 64,362 |
| | Interest received | 0 | 9,663 |
| | Interest paid | -1,957 | -10,481 |
| | Income taxes paid | -2,269 | -4,498 |
| | **Cash flows from operating activities** | 11,319 | 59,046 |
| | Acquisition of intangible assets | -58,747 | -42,281 |
| | Acquisition of property, plant and equipment | -35,246 | -24,104 |
| | Acquisition of deposits | -2,500 | -1,066 |
| | **Cash flows from investing activities** | -96,493 | -67,451 |
| | Loan financing: | | |
| | Repayment of lease commitments | -7,544 | -6,176 |
| | Increase in debt to credit institution | 131,153 | 0 |
| | Cash increase of capital | 0 | 14,067 |
| | **Cash flows from financing activities** | 123,609 | 7,891 |
| | **Net cash flows** | 38,435 | -514 |
| | Cash and cash equivalents, beginning of year | 15,940 | 16,454 |
| | **Cash and cash equivalents, year-end** | 54,375 | 15,940 |

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

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

### Notes

1 **Accounting policies**

The annual report of Adform A/S for 2016 has been prepared in accordance with the provisions in the Danish Financial Statements Act applying to large reporting class C entities.

Effective 1 January 2016, the Company has adopted act no. 738 of 1 June 2015. This implies changes in the recognition and measurement in the following areas:

1. Yearly reassessment of residual values of property, plant and equipment
2. Reserve for development costs

Re 1: In future, residual values of property, plant and equipment are subject to annual reassessment. The Company has no significant residual values relating to property, plant and equipment.

Re 2: An amount corresponding to development costs recognised will, in future, be tied up in the Parent Company in a special reserve under equity called "Reserve for development costs". The amount is tied up in a special reserve, which cannot be used to distribute dividend or cover losses. If the development costs recognised are sold or in some other way no longer form part of the Company's operations, the reserve will be dissolved or reduced by a transfer directly to distributable reserves under equity. If the recognised development costs are written down, part of the reserve for development costs must be reversed. The reversed portion corresponds to the write-down of the development costs. If a write-down of the development costs is subsequently reversed, the reserve for development costs must be re-established. The reserve for development costs is also reduced by amortisation charges. In doing so, the equity reserve will not exceed the amount recognised in the balance sheet as development costs.

None of the above changes impacts on the income statement or the balance sheet for 2016 or the comparative figures.

Apart from the above changes as well as new and changed presentation and disclosure requirements, which follow from act no. 738 of 1 June 2015, the accounting policies are consistent with those of last year.

### Consolidated financial statements

The consolidated financial statements comprise the Parent Company, Adform A/S, and subsidiaries in which Adform A/S directly or indirectly holds more than 50% of the voting rights or over which it otherwise exercises control. Entities in which the Group holds between 20% and 50% of the voting rights and over which it exercises significant influence, but which it does not control, are considered associates.

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

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

### Notes

1 Accounting policies (continued)

#### Foreign currency translation

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

Receivables and payables and other monetary items denominated in foreign currencies are translated at closing rates. 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.

Foreign subsidiaries and associates are considered separate entities. Items in such entities' income statements are translated at average exchange rates for the month, and balance sheet items are translated at closing rates. Foreign exchange differences arising on translation of the opening equity of foreign entities to closing rates and on translation of the income statements from average exchange rates to closing rates are taken directly to equity.

Foreign exchange adjustments of balances with separate foreign subsidiaries which are considered part of the total investment in the subsidiary are taken directly to equity.

On recognition of foreign subsidiaries which are integral entities, monetary items are translated at closing rates. Non-monetary items are translated at the exchange rates at the acquisition date or at the date of any subsequent revaluation or impairment of the asset. Income statement items are translated at the exchange rates at the transaction date, although items derived from non-monetary items are translated at the historical exchange rates applying to the non-monetary items.

### Income statement

#### Revenue

Revenue from the sale of media and advisory services is recognised in the income statement when delivery is made and risk has passed to the buyer.

Income from provision of media and consultancy services is recognised as revenue as the services agreed are provided.

Revenue is measured at fair value of the agreed consideration exclusive of VAT and taxes charged on behalf of third parties. All discounts and rebates granted are recognised in revenue.

#### Other external expenses

Other external expenses comprise expenses relating to distribution, sale, advertising, administration, premises, bad debts, operating leases, etc. and development costs that do not meet the criteria for capitalisation.

#### Staff costs

Staff costs comprise wages and salaries, including holiday allowance and pensions, and other social security costs, etc., for the Company's employees.

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

### Notes

1 **Accounting policies (continued)**

**Income from investment in subsidiaries**

Dividend from investments in subsidiaries is recognised in the income statement in the year of declaration. Distributions of dividend where the dividend exceeds the profit for the year or where the carrying amount of the Company's investments in the subsidiary exceeds the carrying amount of the subsidiary's net asset value will be evidence of impairment, meaning that an impairment test must be conducted.

**Financial income and expenses**

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

**Tax for the year**

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

### Balance sheet

**Intangible assets**

***Development projects and licences***

Development costs comprise expenses, salaries and amortisation charges directly attributable to development activities.

Development projects that are clearly defined and identifiable and where the technical feasibility, sufficient resources and a potential future market or development potential are evidenced, and where the Company intends to produce, market or use the project, are recognised as intangible assets provided that the cost can be measured reliably and that there is sufficient assurance that future earnings can cover costs and expenses.

Development costs that are recognised in the balance sheet are measured at cost less accumulated amortisation and impairment losses.

On completion of a development project, development costs are amortised on a straight-line basis over the estimated useful life. The amortisation period is usually 7 years.

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

Gains and losses on the disposal of development projects and licences are determined as the difference between the selling price less costs to sell and the carrying amount at the date of disposal. Gains and losses are recognised in the income statement as other operating income or other operating expenses, respectively.

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

## Notes

## 1 Accounting policies (continued)

### Property, plant and equipment

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

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

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

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

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

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

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

Depreciation is recognised in the income statement in the financial caption item "Amortisation and depreciation".

Gains and losses on the disposal of items of property, plant and equipment are calculated as the difference between the selling price less costs to sell and the carrying amount at the date of disposal. Gains or losses are recognised in the income statement as other operating income or other operating expenses, respectively.

### Leases

On initial recognition, leases for assets that transfer substantially all the risks and rewards incident to ownership to the Company (finance leases) are measured in the balance sheet at the lower of fair value and the net present value of future lease payments. In calculating the net present value, the interest rate implicit in the lease or the incremental borrowing rate is used as discount factor. Assets held under finance leases are subsequently accounted for as the Company's other assets.

The capitalised residual lease liability is recognised in the balance sheet as a liability, and the interest element of the lease payment is recognised in the income statement over the term of the lease.

All other leases are considered operating leases. Payments relating to operating leases and any other leases are recognised in the income statement over the term of the lease. The Company's total liabilities relating to operating leases and other leases are disclosed in contingencies, etc.

### Investments in subsidiaries

Investments in subsidiaries are measured at cost. Cost includes the consideration measured at fair value plus direct purchase costs. In case of evidence of impairment, an impairment test must be conducted. Investments are written down to the lower of the carrying amount and the recoverable amount.

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

### Notes

1 **Accounting policies (continued)**

**Other investments**

Other investments comprises other securities, which are measured at fair value (market price) at the balance sheet date.

**Other financial assets**

Other financial assets comprises deposits, which are measured at cost.

**Impairment of assets**

The carrying amount of intangible assets, property, plant and equipment and investments in subsidiaries and associates is tested annually for impairment.

Impairment tests are conducted on assets or groups of assets when there is evidence of impairment. Assets are written down to the lower of the carrying amount and the recoverable amount.

The recoverable amount is the higher of the net selling price of an asset and its value in use. The value in use is calculated as the net present value of the expected net cash flows from the use of the asset or the group of assets and the expected net cash flows from the disposal of the asset or the group of assets after the end of the useful life.

Previously recognised impairment losses are reversed when the reason for recognition no longer exists. Impairment losses on goodwill are not reversed.

**Receivables**

Receivables are measured at amortised cost.

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

Impairment losses are calculated as the difference between the carrying amount of the receivables and the net present value of the expected cash flows, including the realisable value of any collateral received. The effective interest rate for the individual receivable is used as discount rate.

**Prepayments**

Prepayments recognised under "Current assets" comprise expenses incurred concerning subsequent financial years.

**Equity**

***Reserve for development costs***

The reserve for development costs comprises recognised development costs. The reserve cannot be used to distribute dividend or cover losses. The reserve will be reduced or dissolved if the recognised development costs are no longer part of the Company's operations by a transfer directly to the distributable reserves under equity.

***Dividend***

Dividend proposed for the year is recognised as a liability at the date when it is adopted at the annual general meeting (declaration date). Dividend expected to be distributed for the year is disclosed as a separate item under equity.

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

### Notes

1 Accounting policies (continued)

#### Income tax and deferred tax

Current tax payables and receivables are recognised in the balance sheet as tax computed on the taxable income for the year, adjusted for tax on prior-year taxable income and tax paid on account.

Deferred tax is measured using the balance sheet liability method on all temporary differences between the carrying amount and the tax base of assets and liabilities. However, deferred tax is not recognised on temporary differences relating to goodwill which is not deductible for tax purposes or on office premises and other items where temporary differences, apart from business combinations, arise at the date of acquisition without affecting neither the profit/loss for the year nor the taxable income. Where alternative tax rules can be applied to determine the tax base, deferred tax is measured based on Management's intended use of the asset or settlement of the liability, respectively.

Deferred tax assets, including the tax base of tax loss carry-forwards, are recognised at the expected value of their utilisation; either as a set-off against tax on future income or as a set-off against deferred tax liabilities in the same legal tax entity and jurisdiction.

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

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

#### Liabilities

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

Other liabilities are measured at net realisable value.

### Cash flow statement

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

The cash flow effect of acquisitions and disposals of entities is shown separately in cash flows from investing activities. Cash flows from corporate acquisitions are recognised in the cash flow statement from the date of acquisition. Cash flows from disposals of entities are recognised up until the date of disposal.

#### Cash flows from operating activities

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

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

### Notes

1 Accounting policies (continued)

#### Cash flows from investing activities

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

#### 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 dividend to shareholders.

#### Cash

Cash comprise cash.

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

### Notes

2 **Revenue**

Presentation of revenue by operating- and geographical segments is not disclosed cf. The Danish Financial Statement act article 96,1.

The information could cause significant damage if disclosed, as simular information is not available from competitors in Adforms market.

| | | Group | | Parent | |
|---|---|---|---|---|---|
| | DKK'000 | 2016 | 2015 | 2016 | 2015 |
| 3 | **Fees paid to auditors appointed at the annual general meeting** | | | | |
| | Total fee to EY (2015: Deloitte) | 469 | 710 | | |
| | Fee for statutory audit | 405 | 215 | | |
| | Fees for tax services | 0 | 91 | | |
| | Assurance engagements | 0 | 69 | | |
| | Other assistance | 64 | 335 | | |
| | | 469 | 710 | | |
| 4 | **Staff costs** | | | | |
| | Wages and salaries | 181,734 | 128,703 | 30,944 | 35,435 |
| | Pensions | 1,265 | 779 | 0 | 0 |
| | Other social security costs | 42,498 | 32,284 | 1,552 | 1,894 |
| | Other staff costs | 8,225 | 6,538 | 1,421 | 1,490 |
| | | 233,722 | 168,304 | 33,917 | 38,819 |
| | Average number of full-time employees | 759 | 584 | 49 | 51 |

Group staff costs include remuneration to the Executive Board, totalling DKK 2,760 thousand (2015: DKK 2,834 thousand), and pensions totalling DKK 0 thousand (2015: DKK 0 thousand). No separate fee are paid to the Board of Directors.

Recognised Parent Company staff costs include remuneration to the Executive Board, totalling DKK 2,760 thousand (2015: DKK 2,889 thousand), and pensions totalling DKK 0 thousand (2015: DKK 0 thousand). No separate fee are paid to the Board of Directors.

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

### Notes

| DKK'000 | Group 2016 | Group 2015 | Parent 2016 | Parent 2015 |
|---|---|---|---|---|
| **5 Amortisation and depreciation** | | | | |
| Intangible assets | 18,035 | 9,973 | 18,821 | 10,466 |
| Property, plant and equipment | 20,372 | 9,393 | 15,773 | 7,855 |
| | 38,407 | 19,366 | 34,594 | 18,321 |

| DKK'000 | Group 2016 | Group 2015 | Parent 2016 | Parent 2015 |
|---|---|---|---|---|
| **6 Financial income** | | | | |
| Interest income from subsidiaries | 0 | 0 | 339 | 147 |
| Interest income | 25 | 1,198 | 0 | 1,174 |
| Foreign exchange gains | 10,726 | 8,465 | 9,571 | 7,212 |
| | 10,752 | 9,663 | 9,910 | 8,533 |

| DKK'000 | Group 2016 | Group 2015 | Parent 2016 | Parent 2015 |
|---|---|---|---|---|
| **7 Financial expenses** | | | | |
| Interest expenses | 10,202 | 797 | 9,559 | 767 |
| Foreign exchange losses | 11,875 | 9,458 | 11,548 | 8,000 |
| Other interest expenses | 183 | 226 | 616 | 227 |
| | 22,260 | 10,481 | 21,723 | 8,994 |

| DKK'000 | Group 2016 | Group 2015 | Parent 2016 | Parent 2015 |
|---|---|---|---|---|
| **8 Tax for the year** | | | | |
| Current tax for the year | 4,319 | 4,818 | 0 | 0 |
| Adjustment of the deferred tax charge for the year | -2,606 | -3,768 | -2,525 | -3,818 |
| Prior-year adjustments | -1,322 | 13 | 0 | 0 |
| | -391 | 1,063 | -2,525 | -3,818 |

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

## Notes

### 9 Intangible assets

| | Group | | |
|---|---|---|---|
| DKK'000 | Completed development projects | Licences | Total |
| Cost at 1 January 2016 | 75,146 | 8,658 | 83,804 |
| Additions | 51,982 | 6,765 | 58,747 |
| Cost at 31 December 2016 | 127,128 | 15,423 | 146,383 |
| Amortisation at 1 January 2016 | 9,893 | 4,494 | 14,387 |
| Amortisation | 13,929 | 4,106 | 18,035 |
| Amortisation at 31 December 2016 | 23,822 | 8,600 | 32,422 |
| **Carrying amount at 31 December 2016** | 103,306 | 6,823 | 110,129 |

| | Parent | | |
|---|---|---|---|
| DKK'000 | Completed development projects | Licences | Total |
| Cost at 1 January 2016 | 81,157 | 7,965 | 89,122 |
| Additions | 55,917 | 5,947 | 61,864 |
| Cost at 31 December 2016 | 137,074 | 13,912 | 150,986 |
| Amortisation at 1 January 2016 | 14,824 | 4,206 | 19,030 |
| Amortisation | 15,031 | 3,790 | 18,821 |
| Amortisation at 31 December 2016 | 29,855 | 7,996 | 37,851 |
| **Carrying amount at 31 December 2016** | 107,219 | 5,916 | 113,134 |

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

## Notes

## 10 Property, plant and equipment

| DKK'000 | Group 2016 | Group 2015 | Parent 2016 | Parent 2015 |
|---|---|---|---|---|
| Cost at 1 January | 61,652 | 23,632 | 47,753 | 21,955 |
| Additions | 35,246 | 38,020 | 27,566 | 25,798 |
| Cost at 31 December | 96,898 | 61,652 | 75,319 | 47,753 |
| Depreciation and impairment losses at 1 January | 22,993 | 13,600 | 21,054 | 13,199 |
| Depreciation | 20,071 | 9,393 | 15,772 | 7,855 |
| Depreciation and impairment losses at 31 December | 43,064 | 22,993 | 36,826 | 21,054 |
| **Carrying amount at 31 December** | 53,834 | 38,659 | 38,493 | 26,699 |
| Items of property, plant and equipment include assets held under finance leases with a carrying amount totalling | 8,386 | 18,409 | 7,989 | 18,409 |

## 11 Investments in subsidiaries

| DKK'000 | Parent 2016 | Parent 2015 |
|---|---|---|
| Cost at 1 January | 934 | 925 |
| Additions | 48 | 9 |
| Cost at 31 December | 982 | 934 |
| Value adjustments at 1 January | 0 | 0 |
| Dividend distribution | 0 | 0 |
| Value adjustments at 31 December | 0 | 0 |
| **Carrying amount at 31** December | 982 | 934 |

| Name and registered office | Ownership | Profit/loss DKK'000 | Equity DKK'000 |
|---|---|---|---|
| Adform London Ltd.* | 100 % | 1,514 | 1,513 |
| Adform Lithuania UAB | 100 % | 10,173 | 9,236 |
| Adform Sweden AB | 100 % | 819 | 780 |
| Adform Norway AS | 100 % | 761 | 278 |
| Adform Italy S.R.L | 100 % | 485 | 396 |
| Adform Germany GmbH | 100 % | 1,801 | 1,615 |
| Adform Software Spain S.L | 100 % | 346 | 164 |
| Adform Finland Oy | 100 % | 777 | 307 |
| Adform Belarus | 100 % | 2,003 | 2,772 |
| Adform USA | 100 % | 1,643 | -751 |
| Adform Poland | 100 % | 434 | 361 |
| Adform Netherland | 100 % | 456 | 421 |
| Adform Technologies Pte Ltd. | 100 % | 100 | 51 |

*Exempt for audit under Section 479(a) of the UK companies Act 2006.

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

## Notes

## 12 Other financial assets

| | Group | | Parent | |
|---|---|---|---|---|
| DKK'000 | Other investments | Deposits | Other investments | Deposits |
| Cost at 1 January | 7 | 2,507 | 7 | 406 |
| Additions | 0 | 2,500 | 0 | -176 |
| Cost at 31 December | 7 | 5,007 | 7 | 230 |
| Value adjustments at 1 January | 0 | 0 | 0 | 0 |
| Additions | 0 | 0 | 0 | 0 |
| Value adjustments at 31 December | 0 | 0 | 0 | 0 |
| **Carrying amount at 31 December** | 7 | 5,007 | 7 | 230 |

| | Group | | Parent | |
|---|---|---|---|---|
| DKK'000 | 2016 | 2015 | 2016 | 2015 |
| **13 Deferred tax** | | | | |
| Deferred tax at 1 January | 2,325 | 6,089 | 2,530 | 6,089 |
| Adjustment of the deferred tax for the year | -2,604 | -3,764 | -2,530 | -3,559 |
| **Deferred tax at 31 December** | -279 | 2,325 | 0 | 2,530 |

The deferred tax charge relates to:

| | | | | |
|---|---|---|---|---|
| Intangible assets | 23,588 | 14,593 | 0 | 14,596 |
| Property, plant and equipment | 1,624 | 0 | 0 | -316 |
| Liabilities etc. | 0 | -318 | 0 | 0 |
| Tax loss carry-forwards | -25,491 | -11,950 | 0 | -11,750 |
| | -279 | 2,325 | 0 | 2,530 |

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

## Notes

| DKK'000 | Group 2016 | Group 2015 | Parent 2016 | Parent 2015 |
|---|---|---|---|---|

### 13 Deferred tax (continued)

Deferred tax is recognised in the balance sheet as follows:

| | Group 2016 | Group 2015 | Parent 2016 | Parent 2015 |
|---|---|---|---|---|
| Deferred tax assets | 281 | 201 | 0 | 0 |
| Deferred tax liabilities | 2 | 2,526 | 0 | 2,530 |
| | 279 | 2,325 | 0 | 2,530 |

### 14 Prepayments

The Group and Parents prepaid costs consists of prepaid rent, insurance and other services.

### 15 Share capital

**The share capital comprises:**

500,000 class A shares of DKK 1 each.
No shares carry any special rights.

**Specification of movements in share capital**

| DKK'000 | 2016 | 2015 | 2014 | 2013 | 2012 |
|---|---|---|---|---|---|
| Share capital 1 January | 500 | 209 | 197 | 181 | 165 |
| Capital increase | 0 | 291 | 12 | 16 | 16 |
| **Share capital 31 December** | 500 | 500 | 209 | 197 | 181 |

### 16 Non-current liabilities other than provisions

**Financial lease commitments**

The Group leases production equipment in the form of IT hardware and related software under financial leases. The average lease is three year. All leases have a fixed instalment structure and none of the leases contain provisions on conditional lease payments besides indexation provisions that are based on the public indexes. The leases are interminable during the agreed lease period, but are renewable on certain terms.

| | Group | | | |
|---|---|---|---|---|
| | Total liabilities at 31/12 2016 | Repayment, next year | Non-current portion | Outstanding debt after 5 years |
| Financial lease liabilities | 12,326 | 6,184 | 6,142 | 0 |
| Debt to credit institution | 157,616 | 0 | 157,616 | 0 |
| | 169,942 | 6,184 | 163,758 | 0 |

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

## Notes

## 16 Non-current liabilities other than provisions (continued)

| | Parent | | | |
|---|---|---|---|---|
| | Total liabilities at 31/12 2016 | Repayment, next year | Non-current portion | Outstanding debt after 5 years |
| Financial lease liabilities | 11,840 | 5,854 | 5,986 | 0 |
| Debt to credit institution | 157,616 | 0 | 157,616 | 0 |
| | 169,456 | 5,854 | 163,602 | 0 |

The Group has no instalments beyond five years, as the lease agreements run for three years.

## 17 Contractual obligations and contingencies, etc.

The Group has established a stock option program to loan givers and key employees. In total 808.500 options corresponding to 5.39% of the total shares have been granted.

### Operating lease liabilities

The group have entered into interminable leases relating to rental of offices premises. According to the interminable leases, total future minimum lease payments may be specified as follows:

| | Group | | Parent | |
|---|---|---|---|---|
| DKK'000 | 2016 | 2015 | 2016 | 2015 |
| Within 1 year from the balance sheet date | 17,458 | 12,585 | 2,320 | 754 |
| Within 1 to 5 year from the balance sheet date | 46,335 | 29,439 | 4,834 | 692 |
| **Total lease payments from rental of offices premises** | 63,793 | 42,024 | 7,154 | 1,446 |

## 18 Mortgages and collateral

As security for a balance with Danske Bank, a company charge of DKK 25,000 thousand has been submitted.

A joint and several guarantee has been provided as security for the account with Danske Bank relating to Adform Norway AS, Adform Sweden AB.

The Parent Company has provided guarantees and a payment warranty. The guarantees and warranty at 31 December 2016 amounts to DKK 1,098 thousand.

The Parent Company has given Danica Pension mortgage in its own shares and in the subsidiaries Adform Sweden AB, Adform Norway AS, Adform Software Finland Oy, Adform Italy S.rl., Adform Germany GmbH and Adform Lithuania UAB shares as security for the loan, which at 31 December 2016 amounts to DKK 157,616 thousand.

The subsidiaries Adform Sweden AB, Adform Norway AS, Adform Software Finland Oy, Adform Italy S.rl., Adform Germany GmbH and Adform Lithuania UAB have provided a guarantee of payment for the loan with Danica Pension.

As a part of the loanagreement with Danica Pension the

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

### Notes

19 **Related parties**

Adform A/S' related parties comprise the following:

**Parties exercising control**

Accredonet Holding ApS, Frederiksberg Denmark, 12,40 %
Via Equity Fond I K/S, Hillerød Denmark, 28,63 %
Stefan Juricic, Hvidovre Denmark, 5,86 %
GCM Holding ApS, Charlottenlund Denmark, 53,11 %

Due to the shareholder agreement, GCM Holding ApS does not hold the majority of the voting rights, even though the company holds the majority of the shares.

**Related party transactions**

According to the Danish Financial Statement Act section 98 c transactions with related parties are not disclosed as all transactions have been affected at arm's length.

| DKK'000 | Parent | |
|---|---|---|
| | 2016 | 2015 |
| **20 Appropriation of profit/loss** | | |
| **Recommended appropriation of profit/loss** | | |
| Dividend proposed for the year | 0 | 0 |
| Transferred to reserves under equity | -41,831 | -10,001 |
| | -41,831 | -10,001 |

| DKK'000 | Group | |
|---|---|---|
| | 2016 | 2015 |
| **21 Changes in working capital** | | |
| Change in receivables | -148,719 | -83,084 |
| Change in trade and other payables etc. | 162,218 | 96,084 |
| Other adjustments | -9,973 | 34,763 |
| | 3,526 | 47,763 |