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Cunningham Lindsey Leif Hansen A/S
Lautrupvang 8
2750 Ballerup
Central Business Registration No 26694280

Annual report 2016

The Annual General Meeting adopted the annual report on 28.03.2017

Chairman of the General Meeting

Name: Dan Terkildsen

Contents

Entity details

Entity
Cunningham Lindsey Leif Hansen A/S
Lautrupvang 8
2750 Ballerup

Central Business Registration No: 26694280
Registered in: Ballerup
Financial year: 01.01.2016 - 31.12.2016

Board of Directors
Geert Bjørn Hansen, chairman
Dan Terkildsen
Jeroen Gustave Willem Fröhlich

Executive Board
Christian Leif Hansen

Auditors
Deloitte Statsautoriseret Revisionspartnerselskab
Weidekampsgade 6
Postboks 1600
0900 København C

Statement by Management on the annual report

The Board of Directors and the Executive Board have today considered and approved the annual report of Cunningham Lindsey Leif Hansen A/S for the financial year 01.01.2016 - 31.12.2016.

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

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2016 and of the results of its operations for the financial year 01.01.2016 - 31.12.2016.

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

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

Ballerup, 28.03.2017

Executive Board

Christian Leif Hansen

Board of Directors

Geert Bjørn Hansen chairman	Dan Terkildsen	Jeroen Gustave Willem Fröhlich

Independent auditor's report

To the shareholders of Cunningham Lindsey Leif Hansen A/S

Opinion

We have audited the financial statements of Cunningham Lindsey Leif Hansen A/S for the financial year 01.01.2016 - 31.12.2016, which comprise the income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies. The financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2016 and of the results of its operations for the financial year 01.01.2016 - 31.12.2016 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 financial statements section of this auditor's report. We are independent of the Entity in accordance with the International Ethics Standards Board of Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibilities for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exits. 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 financial statements.

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

Independent auditor's report

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

- 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 Entity's internal control.

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

- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures in the notes, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

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 commentary
Management is responsible for the management commentary.

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

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

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

Independent auditor's report

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

København, 28.03.2017

Deloitte
Statsautoriseret Revisionspartnerselskab
Central Business Registration No: 33963556

Henrik Agner Hansen
statsautoriseret revisor

Management commentary

Primary activities

We provide loss adjusting, claims management and risk solutions to insurers, brokers and risk managers.

Development in activities and finances

The company realised a profit after tax of DKK 1,028k. The Company's balance sheet shows total assets of DKK 29,957k and equity of TDKK 4,850k.

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.

Income statement for 2016

	Notes	2016 DKK	2015 DKK'000
Gross profit		**29.376.041**	**20.286**
Staff costs	1	(25.808.761)	(19.132)
Depreciation, amortisation and impairment losses	2	(1.475.010)	(438)
Operating profit/loss		**2.092.270**	**716**
Income from investments in group enterprises		(142.860)	(143)
Other financial income	3	23.137	37
Other financial expenses	4	(461.609)	(50)
Profit/loss before tax		**1.510.938**	**560**
Tax on profit/loss for the year	5	(483.192)	33
Profit/loss for the year		**1.027.746**	**593**
Proposed distribution of profit/loss			
Ordinary dividend for the financial year		1.020.000	590
Retained earnings		7.746	3
		1.027.746	**593**

Balance sheet at 31.12.2016

	Notes	2016 DKK	2015 DKK'000
Acquired licences		902.742	0
Goodwill		4.945.594	6.085
Intangible assets	6	**5.848.336**	**6.085**
Other fixtures and fittings, tools and equipment		1.016.111	578
Leasehold improvements		24.397	96
Property, plant and equipment	7	**1.040.508**	**674**
Investments in group enterprises		1.015.652	1.159
Other investments		18.470	18
Other receivables		732.478	750
Fixed asset investments	8	**1.766.600**	**1.927**
Fixed assets		**8.655.444**	**8.686**
Trade receivables		7.351.411	3.513
Contract work in progress		4.400.541	5.234
Receivables from group enterprises		728.760	1.468
Other receivables	9	7.543.411	933
Prepayments		774.043	766
Receivables		**20.798.166**	**11.914**
Cash		**503.485**	**881**
Current assets		**21.301.651**	**12.795**
Assets		**29.957.095**	**21.481**

Balance sheet at 31.12.2016

	Notes	2016 DKK	2015 DKK'000
Contributed capital	10	500.000	500
Retained earnings		3.329.887	3.322
Proposed dividend		1.020.000	590
Equity		**4.849.887**	**4.412**
Deferred tax		4.197.301	3.714
Other provisions	11	3.478.485	4.085
Provisions		**7.675.786**	**7.799**
Current portion of long-term liabilities other than provisions	12	0	368
Bank loans		6.879.748	0
Trade payables		1.863.549	1.828
Payables to group enterprises		587.536	1.025
Other payables		8.100.589	6.049
Current liabilities other than provisions		**17.431.422**	**9.270**
Liabilities other than provisions		**17.431.422**	**9.270**
Equity and liabilities		**29.957.095**	**21.481**
Unrecognised rental and lease commitments	13		
Contingent liabilities	14		
Mortgages and securities	15		

Statement of changes in equity for 2016

	Contributed capital DKK	Retained earnings DKK	Proposed dividend DKK	Total DKK
Equity beginning of year	500.000	3.322.141	590.000	4.412.141
Ordinary dividend paid	0	0	(590.000)	(590.000)
Profit/loss for the year	0	7.746	1.020.000	1.027.746
Equity end of year	**500.000**	**3.329.887**	**1.020.000**	**4.849.887**

Notes

	2016 DKK	2015 DKK'000
1. Staff costs		
Wages and salaries	24.868.929	18.493
Pension costs	714.364	520
Other social security costs	225.468	119
	25.808.761	**19.132**
Average number of employees	**39**	**25**

	2016 DKK	2015 DKK'000
2. Depreciation, amortisation and impairment losses		
Amortisation of intangible assets	1.235.528	40
Depreciation of property, plant and equipment	239.482	398
	1.475.010	**438**

	2016 DKK	2015 DKK'000
3. Other financial income		
Financial income arising from group enterprises	0	36
Other financial income	23.137	1
	23.137	**37**

	2016 DKK	2015 DKK'000
4. Other financial expenses		
Other financial expenses	461.609	50
	461.609	**50**

	2016 DKK	2015 DKK'000
5. Tax on profit/loss for the year		
Change in deferred tax for the year	483.192	217
Adjustment concerning previous years	0	(2)
Effect of changed tax rates	0	(248)
	483.192	**(33)**

Notes

	Acquired licences DKK	Goodwill DKK
6. Intangible assets		
Cost beginning of year	0	6.085.240
Additions	921.219	77.405
Cost end of year	**921.219**	**6.162.645**
Amortisation for the year	(18.477)	(1.217.051)
Amortisation and impairment losses end of year	**(18.477)**	**(1.217.051)**
Carrying amount end of year	**902.742**	**4.945.594**

	Other fixtures and fittings, tools and equipment DKK	Leasehold improve-ments DKK
7. Property, plant and equipment		
Cost beginning of year	3.337.377	368.077
Additions	588.769	16.799
Cost end of year	**3.926.146**	**384.876**
Depreciation and impairment losses beginning of the year	(2.759.463)	(271.569)
Depreciation for the year	(150.572)	(88.910)
Depreciation and impairment losses end of the year	**(2.910.035)**	**(360.479)**
Carrying amount end of year	**1.016.111**	**24.397**

Notes

	Investments in group enterprises DKK	Other investments DKK	Other receivables DKK
8. Fixed asset investments			
Cost beginning of year	1.444.000	18.470	749.539
Disposals	0	0	(17.061)
Cost end of year	**1.444.000**	**18.470**	**732.478**
Impairment losses beginning of year	(285.488)	0	0
Amortisation of goodwill	(142.860)	0	0
Share of profit/loss for the year	757.250	0	0
Other adjustments	(757.250)	0	0
Impairment losses end of year	**(428.348)**	**0**	**0**
Carrying amount end of year	**1.015.652**	**18.470**	**732.478**

The carrying amount of investments in group enterprises includes goodwill of TDKK 571.

	Registered in	Corpo-rate form	Equity inte-rest %	Equity DKK	Profit/loss DKK
Investments in group enterprises comprise:					
HouseCenter A/S	Ballerup	A/S	80,0	1.501.845	946.553

	2016 DKK	2015 DKK'000
9. Other receivables		
Other receivables	7.543.411	933
	7.543.411	**933**

Other receivables relate to claims processing activity.

Notes

	Number	Par value DKK	Nominal value DKK
10. Contributed capital			
Ordinary shares	500	1000	500.000
	500		**500.000**

11. Other provisions

Other provisions relates to outstanding debt in relations to an acquisition. The outstanding debt depends on the revenue in an earn-out period for which reason the amount of the outstanding debt is uncertain.

12. Current portion of long-term liabilities other than provisions

Non-Current liabilities other than provisions fall due within five years.

13. Unrecognised rental and lease commitments

Unrecognised rental and lease commitments relates to operating leases of cars and copy machines as well as agreements about rent of premises. The total rental and lease obligation is calculated to 6.081 TDKK.

14. Contingent liabilities

The Entity participates in a Danish joint taxation arrangement in which ALH Holding ApS serves as the administration company. According to the joint taxation provisions of the Danish Corporation Tax Act, the Entity is therefore liable from the financial year 2013 for income taxes etc for the jointly taxed entities, and from 1 July 2012 for obligations, if any, relating to the withholding of tax on interest, royalties and dividend for the jointly taxed entities. The total known net liability of the jointly taxed entities under the joint taxation arrangement is evident from the administration company's financial statements.

15. Mortgages and securities

The company has provided security in other fixtures and fitting, tools and equipment and trade receivables. Total provisions of security 12.880 TDKK.

The Entity has pro rata guaranteed subsidiaries' bank debt to Danske Bank. At the balance sheet day bank debt amount to 0 DKK.

Accounting policies

Reporting class
This annual report has been presented in accordance with the provisions of the Danish Financial Statements Act governing reporting class B enterprises with addition of certain provisions for reporting class C.

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

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

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

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

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

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

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

Income statement
Gross profit or loss
Gross profit or loss comprises revenue, changes in inventories of finished goods and work in progress, other operating income and external expenses.

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

Accounting policies

Contract work in progress is included in revenue based on the stage of completion so that revenue corresponds to the selling price of the work performed in the financial year (the percentage-of-completion method).

Other operating income
Other operating income comprises income of a secondary nature as viewed in relation to the Entity's primary activities, including rental income and gains from the sale of intangible assets and property, plant and equipment.

Cost of sales
Cost of sales comprises goods consumed in the financial year measured at cost.

Other external expenses
Other external expenses include expenses relating to the Entity's ordinary activities, including expenses for premises, stationery and office supplies, marketing costs, etc. This item also includes writedowns of receivables recognised in current assets.

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

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

Income from investments in group enterprises
Income from investments in group enterprises comprises the pro rata share of the individual enterprises' profit/loss after full elimination of intra-group profits or losses.

Other financial income
Other financial income comprises dividends interest income, including interest income on receivables from group enterprises, net capital gains on transactions in foreign currencies as well as tax relief under the Danish Tax Prepayment Scheme etc.

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

Tax on profit/loss for the year

Accounting policies

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognised in the income statement by the portion attributable to the profit for the year and recognised directly in equity by the portion attributable to entries directly in equity.

The Entity is jointly taxed with Parent and all of the Parent's other Danish subsidiaries. The current Danish income tax is allocated among the jointly taxed entities proportionally to their taxable income (full allocation with a refund concerning tax losses).

Balance sheet

Goodwill

Goodwill is the positive difference between cost and value in use of assets and liabilities taken over as part of the acquisition. Goodwill is amortised straight-line over its estimated useful life which is fixed based on the experience gained by Management for each business area. Useful life is determined based on an assessment of whether the enterprises are strategically acquired enterprises with a strong market position and a long-term earnings profile and whether the amount of goodwill includes intangible resources of a temporary nature that cannot be separated and recognised as separate assets. If it is not possible to estimate the useful life reliably, it is set at 10 years. Useful lives are reassessed on an annual basis. The amortisation periods used are 5 years.

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

Intellectual property rights etc

Intellectual property rights etc comprise development projects completed and in progress with related intellectual property rights, acquired intellectual property rights and prepayments for intangible assets.

Intellectual property rights acquired are measured at cost less accumulated amortisation. Patents are amortised over their remaining duration, and licences are amortised over the term of the agreement, but over no more than 20 years.

Intellectual property rights etc are written down to the lower of recoverable amount and carrying amount.

Property, plant and equipment

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

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

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

Other fixtures and fittings, tools and equipment	3-5 years
Leasehold improvements	5 years

Accounting policies

For leasehold improvements and assets subject to finance leases, the depreciation period cannot exceed the contract period.

Estimated useful lives and residual values are reassessed annually.

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

Investments in group enterprises
Investments in group enterprises are recognised and measured according to the equity method. This means that investments are measured at the pro rata share of the enterprises' equity value plus or minus unamortised goodwill and plus or minus unrealised intra-group profits or losses.

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

Goodwill is calculated as the difference between cost of the investments and fair value of the pro rata share of assets and liabilities acquired. Goodwill is amortised straight-line over its estimated useful life, which is fixed based on the experience gained by Management for each business area. Useful life is determined based on an assessment of whether the enterprises are strategically acquired enterprises with a strong market position and a long-term earnings profile and whether the amount of goodwill includes intangible resources of a temporary nature that cannot be separated and recognised as separate assets. If the useful life cannot be estimated reliably, it is fixed at 10 years. Useful lives are reassessed annually. The amortisation periods used are 7 years.

Investments in group enterprises are written down to the lower of recoverable amount and carrying amount.

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

Other investments
Other investments comprise are measured at cost.

Contract work in progress
Contract work in progress is measured at the selling price of the work carried out at the balance sheet date.

The selling price is measured based on the stage of completion and the total estimated income from the individual contracts in progress. Usually, the stage of completion is determined as the ratio of actual to total budgeted consumption of resources.

If the selling price of a project in progress cannot be made up reliably, it is measured at the lower of costs incurred and net realisable value.

Accounting policies

Each contract in progress is recognised in the balance sheet under receivables or liabilities other than provisions, depending on whether the net value, calculated as the selling price less prepayments received, is positive or negative.

Costs of sales work and of securing contracts as well as financing costs are recognised in the income statement as incurred.

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

Cash
Cash comprises cash in hand and bank deposits.

Dividend
Dividend is recognised as a liability at the time of adoption at the general meeting. Proposed dividend for the financial year is disclosed as a separate item in equity. Extraordinary dividend adopted in the financial year is recognised directly in equity when distributed and disclosed as a separate item in Management's proposal for distribution of profit/loss.

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

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

Other provisions
Other provisions comprise liabilities in relation to ongoing services.

Other provisions are recognised and measured as the best estimate of the expenses required to settle the liabilities at the balance sheet date. Provisions that are estimated to mature more than one year after the balance sheet date are measured at their discounted value.

Once it is probable that total costs will exceed total income from a contract in progress, provision is made for the total loss estimated to result from the relevant contract.

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

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