
AKQA Denmark A/S

Staunings Plads 3, 1., DK-1607 Copenhagen V

Annual Report for 1 January - 31 December 2019

CVR No 29 20 37 76

The Annual Report was
presented and adopted at
the Annual General
Meeting of the Company on
28/5 2020

Peter Bruun Nikolajsen
Chairman of the General
Meeting



Contents

	<u>Page</u>
Management's Statement and Auditor's Report	
Management's Statement	1
Independent Auditor's Report	2
Management's Review	
Company Information	5
Financial Highlights	6
Management's Review	7
Financial Statements	
Income Statement 1 January - 31 December	9
Balance Sheet 31 December	10
Statement of Changes in Equity	12
Notes to the Financial Statements	13

Management's Statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of AKQA Denmark 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 Financial Statements give a true and fair view of the financial position at 31 December 2019 of the Company and of the results of the Company operations for 2019.

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

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

Copenhagen, 28 May 2020

Executive Board

Steffen Blauenfeldt Otkjær

Board of Directors

Jonathan Neil Eggar
Chairman

Michelle Louise Paddon

Lasse Morell

Independent Auditor's Report

To the Shareholders of AKQA Denmark A/S

Opinion

We have audited the Financial Statements of AKQA Denmark A/S for the financial year 1 January - 31 December 2019, which comprise 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 financial position of the Company at 31 December 2019 and of the results of the Company's operations 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 Financial Statements" section of our report. We are independent of the Company 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 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 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 Financial Statements unless Management either intends to liquidate the Company 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 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 Financial Statements.

Independent Auditor's Report

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

- Identify and assess the risks of material misstatement of the 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 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 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 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 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 Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, 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.

Independent Auditor's Report

Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the 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 Financial Statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the 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 Financials Statements Act.

Based on the work we have performed, in our view, Management's Review 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 in Management's Review.

Copenhagen, 28 May 2020

Deloitte

Statsautoriseret Revisionspartnerselskab

CVR No 33 96 35 56

Kim Takata Mücke
State Authorised Public Accountant
mne10944

Christina Nilsson
State Authorised Public Accountant
mne44182

Company Information

The Company

AKQA Denmark A/S
Staunings Plads 3, 1.
DK-1607 Copenhagen V

CVR No: 29 20 37 76
Financial period: 1 January - 31 December
Municipality of reg. office: Copenhagen

Board of Directors

Jonathan Neil Eggar, Chairman
Michelle Louise Paddon
Lasse Morell

Executive Board

Steffen Blauenfeldt Otkjær

Auditors

Deloitte
Statsautoriseret Revisionspartnerselskab
Weidekampsgade 6
Postboks 1600
DK-0900 Copenhagen C

Financial Highlights

Seen over a five-year period, the development of the Company is described by the following financial highlights:

	2019 TDKK	2018 TDKK	2017 TDKK	2016 TDKK	2015 TDKK
Key figures					
Profit/loss					
Revenue	131.406	120.335	110.354	105.354	77.233
Operating profit/loss	18.003	20.088	25.595	30.663	14.556
Profit/loss before financial income and expenses	18.003	20.088	25.595	30.663	14.556
Net financials	315	-208	-1.945	13	-296
Net profit/loss for the year	14.274	15.478	18.009	23.835	10.869
Balance sheet					
Balance sheet total	49.107	39.918	41.726	50.885	41.163
Equity	17.183	17.909	12.430	24.134	20.227
Investment in property, plant and equipment	1.237	4.023	1.213	1.701	903
Number of employees	136	116	106	93	75
Ratios					
Gross margin	82,7%	79,9%	87,6%	87,1%	83,0%
Profit margin	13,7%	16,7%	23,2%	29,1%	18,8%
Solvency ratio	35,0%	44,9%	29,8%	47,4%	49,1%
Return on equity	81,4%	102,0%	98,5%	107,5%	57,2%

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

Management's Review

Key activities

The object of the Company is to be a digital agency that delivers digital communication solutions in a way that leads our clients to see us as a sharp and straightforward partner who combines business understanding with technical insight, respect for the users, creativity and dedication.

Development in the year

The income statement of the Company for 2019 shows a profit of DKK 14,274,325, and at 31 December 2019 the balance sheet of the Company shows equity of DKK 17,182,943.

The past year and follow-up on development expectations from last year

AKQA has grown to become one of the world's most awarded digital agencies and is part of WPP which is the world's largest group of media and communications companies.

Profit for 2019 reached DKK 18,317,209 before tax. The profit was affected by continued cost towards the integration in the AKQA network, and is therefore considered satisfactory by management.

Operating risks

The Company is not exposed to special risks except for normal risks within the industry.

Foreign exchange risks

The Company is increasingly exposed towards currency risk. To a great extent, the Company takes this into consideration when negotiating terms in agreements etc. The Company has not entered into any forward contracts.

Targets and expectations for the year ahead

Management expects that the growth in the activity continues in 2020 and despite the COVID-19 outbreak Management has positive expectations for the coming financial year.

Treasury shares

During the year, the Company acquired treasury shares due to the departure of a number of shareholders during the year. Treasury shares have been sold to multiple employees as an incentive measure to improve the value added to the Company. The Company had no treasury shares at the end of the year.

Management's Review

Intellectual capital resources

AKQA Denmark A/S is one of the leading digital agencies in Denmark. AKQA Denmark A/S employs 140 staff members in Copenhagen, Aarhus and London who use digital strategy, creativity and technology to create valuable client journeys for Danish and global businesses. On a wide range of technical platforms – and across all digital touchpoints.

Unusual events

The financial position at 31 December 2019 of the Company and the results of the activities of the Company for the financial year for 2019 have not been affected by any unusual events.

Subsequent events

No events have occurred after the balance sheet date to this date which would influence the evaluation of this annual report, however, the development during the last couple of months of the spread of COVID-19 and shutdown of most parts of the society can potentially have a negative impact on the Company in 2020. At present, the financial effect cannot be stated due to uncertainty related to the duration and extent of the Corona crisis.

Income Statement 1 January - 31 December

	Note	2019 DKK	2018 DKK
Revenue		131.405.896	120.335.094
Cost of sales		-6.456.340	-9.705.947
Other external expenses		-16.231.787	-14.507.686
Gross profit/loss		108.717.769	96.121.461
Staff expenses	2	-88.713.982	-74.664.748
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment	3	-2.001.121	-1.369.206
Profit/loss before financial income and expenses		18.002.666	20.087.507
Financial income		655.582	81.295
Financial expenses	4	-341.039	-289.643
Profit/loss before tax		18.317.209	19.879.159
Tax on profit/loss for the year	5	-4.042.884	-4.400.962
Net profit/loss for the year		14.274.325	15.478.197

Distribution of profit

Proposed distribution of profit

Extraordinary dividend paid	0	10.000.005
Proposed dividend for the year	15.000.000	15.000.000
Retained earnings	-725.675	-9.521.808
	14.274.325	15.478.197

Balance Sheet 31 December

Assets

	Note	2019 DKK	2018 DKK
Acquired licenses		1.887	19.498
Intangible assets	6	1.887	19.498
Other fixtures and fittings, tools and equipment		2.129.730	2.530.194
Leasehold improvements		2.025.497	2.372.039
Property, plant and equipment	7	4.155.227	4.902.233
Investments in subsidiaries	8	0	0
Other investments	9	49.370	49.370
Deposits	9	644.584	657.330
Fixed asset investments		693.954	706.700
Fixed assets		4.851.068	5.628.431
Trade receivables		20.931.710	17.725.657
Contract work in progress		4.133.970	8.199.527
Receivables from group enterprises		296.089	476.080
Deferred tax asset	10	159.350	94.418
Corporation tax		0	70.620
Prepayments	11	413.313	993.563
Receivables		25.934.432	27.559.865
Cash at bank and in hand		18.321.953	6.729.948
Currents assets		44.256.385	34.289.813
Assets		49.107.453	39.918.244

Balance Sheet 31 December

Liabilities and equity

	Note	2019 DKK	2018 DKK
Share capital		1.149.160	1.149.160
Retained earnings		1.033.783	1.759.458
Proposed dividend for the year		15.000.000	15.000.000
Equity	12	17.182.943	17.908.618
Other payables		2.540.695	0
Long-term debt		2.540.695	0
Credit institutions		112.961	178.620
Prepayments received from customers		2.122.126	2.672.554
Trade payables		1.291.680	1.476.979
Contract work in progress, liabilities		7.965.971	1.176.000
Payables to group enterprises		7.178.651	5.201.309
Corporation tax		477.796	0
Other payables		10.234.630	11.304.164
Short-term debt		29.383.815	22.009.626
Debt		31.924.510	22.009.626
Liabilities and equity		49.107.453	39.918.244
Subsequent events	1		
Distribution of profit	13		
Contingent assets, liabilities and other financial obligations	14		
Related parties	15		
Accounting Policies	16		

Statement of Changes in Equity

	Share capital	Retained earnings	Proposed dividend for the year	Total
	DKK	DKK	DKK	DKK
Equity at 1 January	1.149.160	1.759.458	15.000.000	17.908.618
Ordinary dividend paid	0	0	-15.000.000	-15.000.000
Purchase of treasury shares	0	-898.662	0	-898.662
Sale of treasury shares	0	898.662	0	898.662
Net profit/loss for the year	0	-725.675	15.000.000	14.274.325
Equity at 31 December	1.149.160	1.033.783	15.000.000	17.182.943

Notes to the Financial Statements

1 Subsequent events

No events have occurred after the balance sheet date to this date which would influence the evaluation of this annual report, however, the development during the last couple of months of the spread of COVID-19 and shutdown of most parts of the society can potentially have a negative impact on the Company in 2020. At present, the financial effect cannot be stated due to uncertainty related to the duration and extent of the Corona crisis.

2 Staff expenses

	2019 DKK	2018 DKK
Wages and salaries	74.669.916	62.034.413
Pensions	9.473.578	8.454.479
Other social security expenses	963.297	830.338
Other staff expenses	3.607.191	3.345.518
	88.713.982	74.664.748
Average number of employees	136	116

Remuneration to the Executive Board has not been disclosed in accordance with section 98 B(3) of the Danish Financial Statements Act.

3 Depreciation, amortisation and impairment of intangible assets and property, plant and equipment

Amortisation of intangible assets	17.611	66.193
Depreciation of property, plant and equipment	1.983.510	1.303.013
	2.001.121	1.369.206

4 Financial expenses

Interest paid and write-offs to group enterprises	0	99.213
Other financial expenses	341.039	12.300
Exchange loss	0	178.130
	341.039	289.643

Notes to the Financial Statements

	2019 DKK	2018 DKK
5 Tax on profit/loss for the year		
Current tax for the year	4.107.796	4.329.380
Deferred tax for the year	-64.932	71.582
Adjustment of tax concerning previous years	20	0
	4.042.884	4.400.962
6 Intangible assets		
		Acquired licenses DKK
Cost at 1 January		109.391
Cost at 31 December		109.391
Impairment losses and amortisation at 1 January		89.893
Amortisation for the year		17.611
Impairment losses and amortisation at 31 December		107.504
Carrying amount at 31 December		1.887

Notes to the Financial Statements

7 Property, plant and equipment

	Other fixtures and fittings, tools and equipment DKK	Leasehold improvements DKK
Cost at 1 January	6.162.376	3.629.907
Additions for the year	1.001.897	234.606
Disposals for the year	-240.461	0
Cost at 31 December	6.923.812	3.864.513
Impairment losses and depreciation at 1 January	3.632.182	1.257.868
Depreciation for the year	1.402.361	581.148
Reversal of impairment and depreciation of sold assets	-240.461	0
Impairment losses and depreciation at 31 December	4.794.082	1.839.016
Carrying amount at 31 December	2.129.730	2.025.497

8 Investments in subsidiaries

	2019 DKK	2018 DKK
Cost at 1 January	172.240	172.240
Disposals for the year	-172.240	0
Cost at 31 December	0	172.240
Value adjustments at 1 January	-172.240	0
Disposals for the year	172.240	0
Write-offs for the year	0	-172.240
Value adjustments at 31 December	0	-172.240
Carrying amount at 31 December	0	0

Investments in subsidiaries are specified as follows:

Name	Place of registered office	Share capital	Votes and ownership
DIS/PLAY Deutschland GmbH	Köln	DKK 187.500	100%

Notes to the Financial Statements

9 Other fixed asset investments

	Other investments DKK	Deposits DKK
Cost at 1 January	49.370	657.330
Disposals for the year	0	-12.746
Cost at 31 December	49.370	644.584
Carrying amount at 31 December	49.370	644.584

10 Deferred tax asset

	2019 DKK	2018 DKK
Deferred tax asset at 1 January	94.418	166.000
Amounts recognised in the income statement for the year	64.932	-71.582
Deferred tax asset at 31 December	159.350	94.418

11 Prepayments

Prepayments consist of prepaid expenses.

12 Equity

The share capital consists of 1,149,160 shares of a nominal value of DKK 1. No shares carry any special rights.

There have been no changes in the share capital during the last 5 years.

13 Distribution of profit

Extraordinary dividend paid	0	10.000.005
Proposed dividend for the year	15.000.000	15.000.000
Retained earnings	-725.675	-9.521.808
	14.274.325	15.478.197

Notes to the Financial Statements

	2019 DKK	2018 DKK
14 Contingent assets, liabilities and other financial obligations		
Rental and lease obligations		
Rental and lease obligations	<u>1.943.058</u>	<u>2.652.228</u>

The Company's non-recognised rental and lease obligations are:

The Company has concluded a lease on rented offices in Copenhagen. The lease is terminable at six months' notice. The related obligation amounts to DKK 1,101k.

The Company has concluded a lease on rented offices in Aarhus. The lease is interminable up to 31 October 2020. The related obligation amounts to DKK 640k.

The Company has concluded several leases on operating equipment. The term of leases is up to 46 months. The total obligation up until the expiry of the lease amounts to DKK 202k at 31 December 2019.

Other contingent liabilities

The Company is party to two pending lawsuit against former clients. The final outcome of the cases cannot be determined at present. Management assesses that it is not necessary to make a provision in this respect in the Financial Statements.

The Company is part of a joint taxation and is as such jointly and severally liable for tax on the jointly taxed incomes etc of the Group. The total amount of corporation tax payable is disclosed in the Annual Report of WPP Holding Denmark A/S, which is the management company of the joint taxation. Moreover, the group companies are jointly and severally liable for Danish withholding taxes by way of dividend tax, tax on royalty payments and tax on unearned income. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Company's liability.

Notes to the Financial Statements

15 Related parties

	<u>Basis</u>
Controlling interest	
Russell Square Holding BV	Shareholder
Transactions	

Transactions with related parties are conducted on market terms.

Consolidated Financial Statements

Name and registered office of the Parent preparing consolidated financial statements for the smallest and largest group:

<u>Name</u>	<u>Place of registered office</u>
WPP Jubilee Limited (smallest group)	18 Upper Ground, SE1 9GL, London, England
WPP Plc. (largest group)	Hilgrove Street, St Helier, JE1 1ES, Jersey, England

The Group Annual Report of WPP Jubilee Limited may be obtained at the office address.

The Group Annual Report of WPP plc. may be obtained at www.wpp.com.

Notes to the Financial Statements

16 Accounting Policies

The Annual Report of AKQA Denmark A/S for 2019 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to medium-sized enterprises of reporting class C.

The accounting policies applied remain unchanged from last year.

Cash flow statement

With reference to section 86(4) of the Danish Financial Statements Act and to the cash flow statement included in the consolidated financial statements of WPP Plc. (largest group), the Company has not prepared a cash flow statement.

Recognition and measurement

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Recognition and measurement take into account predictable losses and risks occurring before the presentation of the Annual Report which confirm or invalidate affairs and conditions existing at the balance sheet date.

Leases

All leases are considered operating leases. Payments made under operating leases are recognised in the income statement on a straight-line basis over the lease term.

Notes to the Financial Statements

16 Accounting Policies (continued)

Translation policies

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

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

Fixed assets acquired in foreign currencies are measured at the transaction date rates.

Income Statement

Revenue

Revenue from the sale of licenses is recognised when the risks and rewards relating to the licenses sold have been transferred to the purchaser, the revenue can be measured reliably and it is probable that the economic benefits relating to the sale will flow to the Company.

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

Revenue is measured at the consideration received and is recognised exclusive of VAT and net of discounts relating to sales.

Cost of sales

Cost of sales comprises indirect production costs and other costs to achieve the revenue for the year.

Other external expenses

Other external expenses comprise costs related to the primary activities of the Company, including expenses related to premises and office supplies, promotional costs, etc. The item also includes write-downs of receivables recognised in current assets.

Notes to the Financial Statements

16 Accounting Policies (continued)

Staff expenses

Staff expenses comprise wages and salaries as well as payroll expenses other than production wages.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise 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.

Tax on profit/loss for the year

Tax for the year consists of current tax for the year and changes in deferred tax for the year. The tax attributable to the profit for the year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

The Company is jointly taxed with WPP companies in Denmark. The tax effect of the joint taxation is allocated to enterprises in proportion to their taxable incomes.

Balance Sheet

Intangible assets

Licences are measured at the lower of cost less accumulated amortisation and recoverable amount. Licences are amortised over the licence period; however not exceeding 2-5 years.

Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Notes to the Financial Statements

16 Accounting Policies (continued)

Depreciation based on cost reduced by any residual value is calculated on a straight-line basis over the expected useful lives of the assets, which are:

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

Depreciation period and residual value are reassessed annually.

Impairment of fixed assets

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

If so, the asset is written down to its lower recoverable amount.

Investments in subsidiaries

Investments in subsidiaries are measured at cost. Where cost exceeds the recoverable amount, write-down is made to this lower value.

Fixed asset investments

Fixed asset investments, which consist of non-listed bonds and shares, are measured at cost.

Other fixed asset investments

Other fixed asset investments consist of deposits.

Receivables

Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

Notes to the Financial Statements

16 Accounting Policies (continued)

Contract work in progress

Contract work in progress is measured at the sales value of the work carried out at the balance sheet date.

The sales value 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.

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

Each contract in progress is recognised in the balance sheet under receivables or liabilities, depending on whether the net value, calculated as the selling price less on account billings, is positive or negative.

Expenses relating to sales work and the winning of contracts are recognised in the income statement as incurred.

Prepayments

Prepayments comprise prepaid expenses concerning rent, insurance premiums, subscriptions etc.

Dividend

Dividend distribution proposed by Management for the year is disclosed as a separate equity item.

Treasury shares

Purchase and sales prices for treasury shares are recognised directly in retained earnings under equity. A reduction of capital by cancellation of treasury shares reduces the share capital by an amount equal to the nominal value of the shares and increases retained earnings. Dividend on treasury shares is recognised directly in equity under retained earnings.

Notes to the Financial Statements

16 Accounting Policies (continued)

Deferred tax assets and liabilities

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets are measured at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax due to changes to tax rates are recognised in the income statement or in equity if the deferred tax relates to items recognised in equity.

Current tax receivables and liabilities

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.

Financial debts

Debts are measured at amortised cost, substantially corresponding to nominal value.

Financial Highlights

Explanation of financial ratios

Gross margin	$\frac{\text{Gross profit} \times 100}{\text{Revenue}}$
Profit margin	$\frac{\text{Profit before financials} \times 100}{\text{Revenue}}$
Solvency ratio	$\frac{\text{Equity at year end} \times 100}{\text{Total assets at year end}}$
Return on equity	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$