

## **Louis Poulsen Holding A/S**

Gammel Strand 28  
1202 København K  
Central Business Registration  
No 35659021

## **Annual report 2016**

The Annual General Meeting adopted the annual report on 03.04.2017

### **Chairman of the General Meeting**

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Name: Peter le Fèvre

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## Entity details

### Entity

Louis Poulsen Holding A/S  
Gammel Strand 28  
1202 København K

Central Business Registration No: 35659021

Founded: 07.02.2014

Registered in: Copenhagen

Financial year: 01.01.2016 - 31.12.2016

Website: [www.louispoulsen.com](http://www.louispoulsen.com)

### Board of Directors

Thomas Voss, Chairman  
Per Olle Håkan Borgvall  
Dario Carlo Fumagalli  
Allan Bach Pedersen  
Kurt Grüner Vacker  
Lars Stilling Pedersen

### Executive Board

Christian Engsted  
Peter le Fèvre

### Auditors

Deloitte Statsautoriseret Revisionspartnerselskab  
Egtved Allé 4  
6000 Kolding

## Statement by Management on the annual report

The Board of Directors and the Executive Board have today considered and approved the annual report of Louis Poulsen Holding 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 and cash flows 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.

Copenhagen, 03.04.2017

### Executive Board

Christian Engsted

Peter le Fèvre

### Board of Directors

Thomas Voss  
Chairman

Per Olle Håkan Borgvall

Dario Carlo Fumagalli

Allan Bach Pedersen

Kurt Grüner Vacker

Lars Stilling Pedersen

# Independent auditor's report

## To the shareholders of Louis Poulsen Holding A/S

### Opinion

We have audited the consolidated financial statements and the parent financial statements of Louis Poulsen Holding 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, for the Group as well as the Parent, and the consolidated cash flow statement. The consolidated financial statements and the parent financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31.12.2016, and of the results of their operations and the consolidated cash flows 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 the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements section of this auditor's report. We are independent of the Group in accordance with the International Ethics Standards Board of Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

In preparing the consolidated financial statements and the parent financial statements, Management is responsible for assessing the Group's and the 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 consolidated financial statements and the parent financial statements unless Management either intends to liquidate the Group or the Entity or to cease operations, or has no realistic alternative but to do so.

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

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

## Independent auditor's report

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 financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated financial statements and the parent financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the 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 consolidated financial statements and the parent financial statements, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the 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 consolidated financial statements and the parent financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements and the parent financial statements, including the disclosures in the notes, and whether the consolidated financial statements and the parent financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

## Independent auditor's report

### Statement on the management commentary

Management is responsible for the management commentary.

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

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

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

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

Kolding, 03.04.2017

### Deloitte

Statsautoriseret Revisionspartnerselskab  
Central Business Registration No: 33963556

Suzette Demediuk Steen Nielsen  
State Authorised Public Accountant

Anders Rosendahl Poulsen  
State Authorised Public Accountant

## Management commentary

	<b>2016</b> <b>DKK'000</b>	<b>2015</b> <b>DKK'000</b>	<b>2014</b> <b>DKK'000</b>
<b>Financial highlights</b>			
<b>Key figures</b>			
Revenue	750	716	30
Gross profit/loss	319	281	1
EBITDA (Earnings before depreciations and amortisation)	104	89	(17)
EBITA (Earnings before amortisation)	74	45	(18)
Operating profit/loss	62	33	(18)
Net financials	(20)	(11)	(1)
Profit/loss for the year	27	13	(17)
Total assets	671	699	734
Investments in property, plant and equipment	22	12	60
Equity	278	247	216
Net working capital	0	26	70
Cash flows from (used in) operating activities	99	85	5
Cash flows from (used in) investing activities	(38)	(17)	(474)
Cash flows from (used in) financing activities	(227)	(52)	494

### Ratios

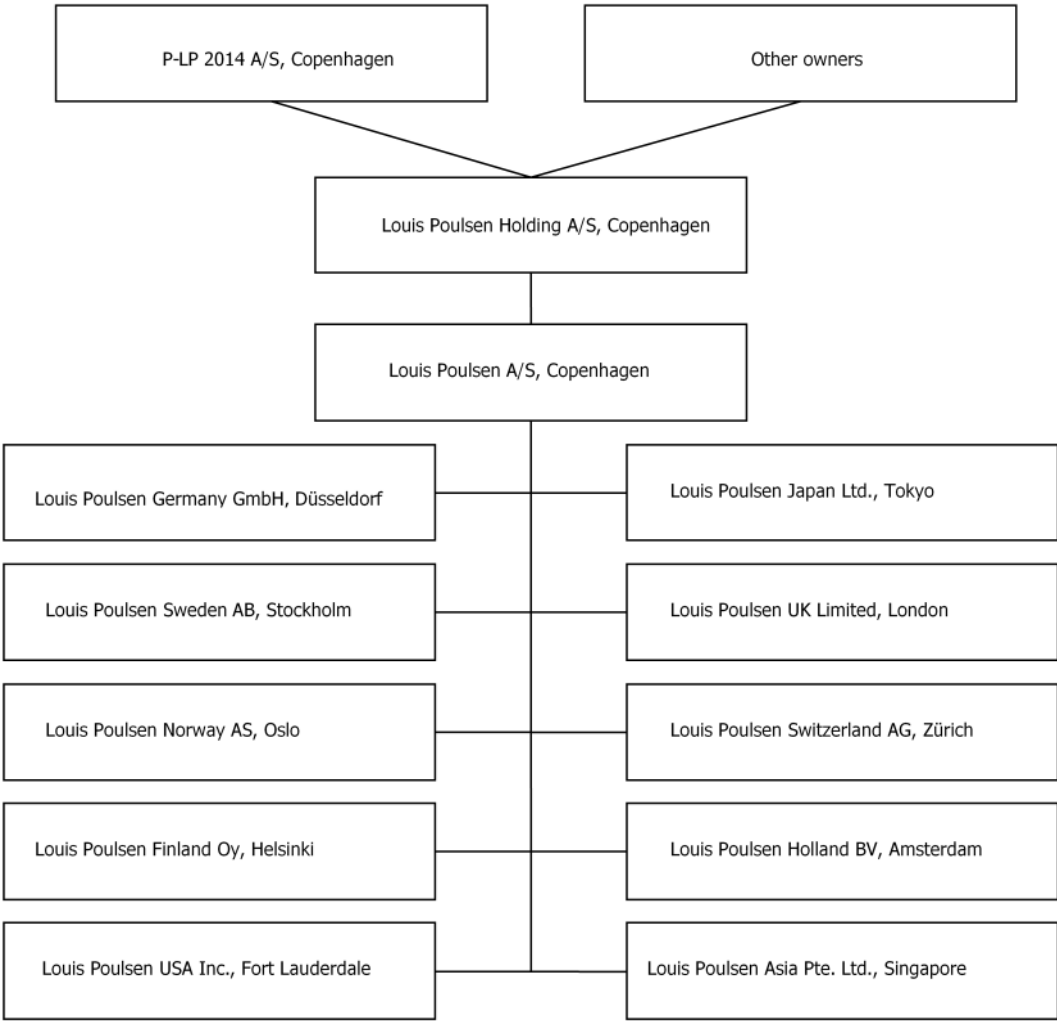
Gross margin (%)	42,5	39,2	3,3
Net margin (%)	3,6	1,8	(56,7)
EBITDA ratio (%)	13,9	12,4	(55,3)
EBITA ratio (%)	9,9	6,3	(58,2)
Return on equity (%)	10,3	5,6	(15,7)
Solvency ratio (%)	41,4	35,3	29,4

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

<b>Ratios</b>	<b>Calculation formula</b>	<b>Ratios</b>
Gross margin (%)	$\frac{\text{Gross profit/loss} \times 100}{\text{Revenue}}$	The entity's operating gearing.
Net margin (%)	$\frac{\text{Profit/loss for the year} \times 100}{\text{Revenue}}$	The entity's operating profitability.
EBITDA ratio (%)	$\frac{\text{EBITDA} \times 100}{\text{Revenue}}$	The entity's profitability before depreciation and amortisation
EBITA ratio (%)	$\frac{\text{EBITA} \times 100}{\text{Revenue}}$	The entity's profitability before amortisation
Return on equity (%)	$\frac{\text{Profit/loss for the year} \times 100}{\text{Average equity incl minority interests}}$	The entity's return on capital invested in the entity by the owners.
Solvency ratio (%)	$\frac{\text{Equity} \times 100}{\text{Total assets}}$	The financial strength of the entity



# Management commentary



Apart from subsidiaries, Louis Poulsen established local Sales Representation Offices during the year in Italy as well as Austria.

## Management commentary

### Primary activities

The Louis Poulsen group manufactures and sells lighting fixtures to private consumers and professionals at home and abroad. The group is internationally recognized for providing exclusive lighting fixtures of high quality and functional design. The products primarily serve the upper segments of the professional and private consumer markets that attach great importance to the unique lighting and the high quality levels. Louis Poulsen's products fulfil the most stringent international demands for energy optimisation and at the same time they meet the demand for a unique design as well as comfortable and glare free lighting.

### Development in activities and finances

The consolidated revenue amounts to 749,9 million DKK. The gross profit came to 318,9 million DKK in 2016 which is above expectations. The positive development derives from profitability improvements in the production and a shift in the sales mix.

Operating profit (EBIT) reached 62 million DKK. The result of 27 million DKK is in line with expectations.

The management considers the financial development to be satisfactory.

Further information on the financial development for the subsidiaries is available in the annual report of Louis Poulsen A/S.

### Outlook

Louis Poulsen Holding A/S expects an increase in turnover in 2017 followed by increasing capacity costs to cover new initiatives. Increased activities in sales are expected to deliver a positive development in the primary result.

### Particular risks

#### *Market risks*

The group's products are primarily positioned in the high end markets. The economic development in the professional and private consumer markets will affect the financial results.

#### *Currency risks*

Due to sales activities in foreign markets, cash flow and equity are influenced by changes in interest levels and exchange rates for a number of currencies. It is group policy to cover commercial exchange risks. Hedging is primarily used to cover open foreign exchange positions related to trading activities, not lone in foreign currencies, in the next twelve months based on the budget. The group does not use speculative hedging.

#### *Credit risks*

The group's credit risks relate to trade receivables included in the balance sheet. The group has no vital risks related to a single customer or business partner. The company's credit risk policy involves assessing creditworthiness of all major customers and business partners. This is done on a regular basis.

## Management commentary

### *Financial resources*

At year-end 2016 cash and non-utilized drawing facilities in credit institutions amounted to app. 50 million DKK.

### *Capital structure*

Louis Poulsen Holding A/S' share capital is not divided into classes.

Management regularly assesses whether Louis Poulsen Holding A/S has an adequate capital structure, the Board of Directors continuously assesses that the group's capital structure is consistent with the group's and its stakeholders' interests. The overall objective is to ensure a capital structure that supports a profitable long-term growth.

The group had net interest bearing debt of 110 million DKK as per December 31, 2016, which is a sufficient level to ensure financial flexibility. There are no changes to the Group's guidelines and procedures for managing the capital structure in 2016.

In connection with Polaris Private Equity's acquisition of the LP Group in 2014, the purchase price was partly financed by a loan from Sydbank. As per December 31, 2016, this loan represents a total outstanding debt of 168 million DKK, of which 58 million DKK is located in the parent company, Louis Poulsen Holding A/S. Management believes that the current capital structure provides sufficient flexibility to address the future strategy of the Group.

### **Intellectual capital resources**

The group has a both experienced and competent staff working with lighting technology. It will continue to attract and retain highly skilled staff with expertise in the development of lighting to ensure future growth. Great demand is placed on the employees' technical and craftsman skills and their ability to engage in a logistically demanding production process.

To ensure high product quality and competitive production the group continuously optimizes production. This demands a high level of competence, and the group therefore continuously invests in competency development. It is however just as important for Louis Poulsen A/S to attract and retain both skilled and unskilled workers and employees with medium to higher education level.

During 2016 Louis Poulsen A/S has recruited competencies within the area of business development with focus on growth and the development of new products. In addition, the company has increased its competencies within the area of sales and marketing.

### **Environmental performance**

Following substantial investments in energy optimization/reduction in 2014 there have been no specific investments to reduce energy consumptions in 2016. The total energy consumption increased from 2015 to 2016 – this relates to an increase in the total activity level.

## Management commentary

Products from the existing product portfolio are continuously being adapted to the new energy efficient LED light sources. As of 2016, Louis Poulsen offers a full range of LED products across the entire product portfolio. Furthermore, the product portfolio is continuously being up-dated with the latest LED technologies to optimize light versus energy consumption without compromising the company's lighting philosophy.

Products from the existing product portfolio are continuously being adapted to the new energy efficient LED light sources without compromise on the company's lighting philosophy. Furthermore, there is a daily focus on test and development of products with prolonged lifetime.

### Research and development activities

Louis Poulsen continuously invests in development, updates and improvements of its product portfolio. Costs related to development of products are expensed in the income statement, or accounted for as an asset following the accounting policies.

### Group relations

The consolidated financial statements comprise the parent company, Louis Poulsen Holding A/S, and subsidiaries and are incorporated in the annual report of Louis Poulsen Holding A/S. The consolidated accounts include the profit and loss for all subsidiaries.

Louis Poulsen Holding A/S owns 100% of Louis Poulsen A/S. All other subsidiaries are 100% owned by Louis Poulsen A/S.

The private equity fund Polaris owns 69% of Louis Poulsen Holding A/S through P-LP 2014 A/S. Polaris is a member of the Danish Venture and Private Equity Association ("DVCA") and hence compliant with the DVCA-guidelines; please see [www.DVCA.dk](http://www.DVCA.dk). These guidelines, published in June 2015, recommend a thorough review in particular regarding corporate governance, financial risks, employee relations and strategy.

Louis Poulsen's sales organisation is based in Copenhagen, whereas the company's production facilities are based in Vejen. The daily management is carried out from Denmark in a close cooperation between the executive management and the company's Board of Directors.

Sales and distribution outside Denmark are carried out through the 10 subsidiaries or through agents and distributors operating on behalf of Louis Poulsen A/S globally. During 2016 local Sales Representation Offices were established in Austria and Italy.

The Louis Poulsen group has 393 employees plus 137 employees in the subsidiaries. The majority of the Danish employees are engaged in the company's production in Vejen.

## Management commentary

Development in staff:	Denmark	Subsidiaries
Number of employees beginning of 2016	280	138
Recruited during 2016	34	34
Resigned during 2016	-58	-35
Number of employees end of 2016	256	137

### Board of Directors in Louis Poulsen A/S

#### Member of the board in Louis Poulsen Holding A/S

Name:	Thomas Voss	Allan Bach Petersen	Per Borgvall	Dario Fumagalli
Occupation:	Director	Partner, Polaris Private Equity	Director	COO of Kartell S.p.a.
Executive board role at Louis Poulsen:	chairman	Deputy Chairman	member	member
Other Board roles:				
Chairman:	JFK A/S Alterna diversified SA Alterna Invest SA	Configit A/S		
Board member:	HTC AB	PWT Group A/S A number of parent companies related to Polaris Private Equity	Troax Group AB Nederman Holding AB	

Board members elected by employees have no appointments in any companies. Members of the Board of directors had no appointments outside of Louis Poulsen.

## Statutory report on corporate social responsibility

### Policies

The policies of Louis Poulsen A/S in relation to CSR contain an environmental policy and various employment policies.

The environmental policy is split into a product philosophy and an operational philosophy. The product philosophy is to develop lighting fixtures of high quality, long life time and long product cycles. The operational philosophy is built on continuous improvement of the daily operation with focus on waste, scrapping, energy losses and consumption.

The employment policies contain a list of initiatives to improve the working environment, health and staff retention. The policies comprise diversity policies, drug/alcohol, staff, smoking, senior and health policies. Furthermore the company is conscious of its obligation to educate trainees and apprentices.

Louis Poulsen A/S wants to create a healthy and desirable physical and psychological working environment with focus on the well-being of the employees including sickness absenteeism. The policy regarding sickness absenteeism covers on the one hand follow up on the presence and behaviour of the employee and on the other hand expression of the company's compassionate interest in the employee.

## Management commentary

Louis Poulsen A/S is continuously working on a formal policy for human rights. Within the above-mentioned policies, there are areas of focus on maintaining a positive working environment and avoidance of harassment of any kind.

### *Education*

Louis Poulsen A/S assume responsibility for educating both younger and more experienced employees. During 2016, the Company offered internship to a number of people seeking asylum in Denmark (refugees) and participated in programmes helping vulnerable employees on in the form of flexible jobs. During 2016 Louis Poulsen employed 2 new adults as respectively metal press and painter apprentice, in addition, one young painter's apprentice and one economics student in education.

In 2016, a former unskilled employee completed his apprenticeship in the warehouse area being specialized in storage and logistics, and has subsequently been offered permanent employment.

During the year, four refugees were employed in work placement, of which 2 are extended into 2017 and 2 in flex jobs.

Again in 2016 the Company offered training to all managers and employees in the culture of changing – "The Green Lane". Purpose is to create awareness of the importance of culture to achieve the goal through common language and behavior.

### *Results*

A proactive approach to sickness absenteeism combined with ongoing support and guidance of the employees to develop and maintain a healthy lifestyle has contributed to a decline in absenteeism for production workers from 5.2% in 2011 to 4.2% in 2016. Absenteeism for office workers has declined from 2.3% in 2011 to 1.5% in 2016.

The employees are offered counselling and assistance to abandon smoking. A variety of physical exercise is made available to the staff. The company continuously supports new health promoting initiatives from the employees. Work place exercise has become a natural part of the working day.

Louis Poulsen's working environment organisation continuously works to secure a sound working environment and to minimize the number of work related injuries. In 2016 a total of 6 work related injuries were recorded of which only 2 resulted in absenteeism for more than a week. The company has thus successfully avoided injuries resulting in extended absenteeism.

### **Statutory report on the underrepresented gender**

Louis Poulsen A/S wants to give equal access to leadership positions for members of both genders.

The share of women in leadership positions with staff responsibility represented 19% as of 1st January 2009. This share was 24% in 2016. The company wishes to continue increasing the share of women in leadership positions. To facilitate this development a recruitment policy has been implemented in relation

## Management commentary

to leadership positions according to which at least one female applicant must be admitted to job interview assuming qualified female applicants are available.

Through this policy and an ongoing focus on development of employees at all levels of the organisation irrespective of age and gender Louis Poulsen A/S wishes to contribute to the education and development of potential female board members.

### *Target figure for the share of the under-represented gender in the Board of Directors*

Currently The Board of Directors consists of 0% women and 100% men. It is the goal to recruit 1 female board member by the end of 2019 to increase the female share to 25%. The Board will follow up on the implementation of this goal on a yearly basis and is constantly seeking candidates with both relevant competencies and experience. Relevant knowledge and professional experience are key parameters when nominating new board members. No candidates met these criteria's in 2016 which is the reason for the Board of Directors not achieving the recruitment goal during this year.

### **Statutory report on corporate governance**

The Board of Directors and the Executive Board constantly strive to ensure that appropriate and sufficient control systems are in place managed by a robust management team structure. The Board of Directors and the Executive Board have a number of duties being defined in, amongst others, the Companies Act, the Annual Accounts Act, the Articles of Association and good practice for companies of the same size and with the same international scope as Louis Poulsen A/S. On this basis, an ongoing series of internal procedures are developed and maintained to ensure active, reliable and profitable management of the company.

### *Board of Directors*

The Board of Directors ensures that the Executive Board complies with the approved objectives, strategies and business procedures. The information to the Executive Board is provided systematically before and during meetings as well as through written and oral reports. These reports includes market development, the company's development and profitability. The Board of Directors and the Executive Management have overall responsibility for risk management and internal controls related to financial reporting.

The Board of Directors of the company meet at least four times a year. Furthermore, information about the company and the Group's results and financial position is shared with the Board of Directors on a regular basis (monthly). If relevant, extraordinary meetings are held.

### *Audit Committee*

There is not established an audit committee due to the modest size and complexity of the company.

### *Remuneration to management*

To attract and retain Louis Poulsen A/S' management competencies, the remuneration of management and senior employees is based on tasks, value creation and conditions in comparable companies. An incentive program is implemented in the form of bonus schemes and share and warrant-based incentive programs

## Management commentary

### 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 income statement for 2016

	<u>Notes</u>	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
Revenue	1	750	716
Production costs	2, 3	(431)	(435)
<b>Gross profit/loss</b>		<b>319</b>	<b>281</b>
Distribution costs	3	(188)	(169)
Administrative costs	3	(69)	(79)
<b>Operating profit/loss</b>		<b>62</b>	<b>33</b>
Other financial income	4	1	0
Other financial expenses	5	(21)	(11)
<b>Profit/loss before tax</b>		<b>42</b>	<b>22</b>
Tax on profit/loss for the year	6	(15)	(9)
<b>Profit/loss for the year</b>	7	<b>27</b>	<b>13</b>

## Consolidated balance sheet at 31.12.2016

	<u>Notes</u>	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
Completed development projects		18	10
Acquired licences		5	6
Acquired trademarks		107	115
Acquired rights		26	28
Goodwill		221	233
Development projects in progress		4	4
<b>Intangible assets</b>	<b>8</b>	<b>381</b>	<b>396</b>
Plant and machinery		42	38
Other fixtures and fittings, tools and equipment		9	9
Leasehold improvements		7	7
Prepayments for property, plant and equipment		3	4
<b>Property, plant and equipment</b>	<b>9</b>	<b>61</b>	<b>58</b>
Deposits		4	4
Deferred tax		17	20
<b>Fixed asset investments</b>	<b>10</b>	<b>21</b>	<b>24</b>
<b>Fixed assets</b>		<b>463</b>	<b>478</b>
Raw materials and consumables		28	39
Work in progress		11	14
Manufactured goods and goods for resale		29	24
<b>Inventories</b>		<b>68</b>	<b>77</b>
Trade receivables		75	87
Other receivables		15	15
<b>Receivables</b>		<b>90</b>	<b>102</b>
<b>Cash</b>		<b>50</b>	<b>42</b>
<b>Current assets</b>		<b>208</b>	<b>221</b>
<b>Assets</b>		<b>671</b>	<b>699</b>

## Consolidated balance sheet at 31.12.2016

	<u>Notes</u>	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
Contributed capital		3	3
Retained earnings		275	244
<b>Equity</b>		<b>278</b>	<b>247</b>
Deferred tax		38	40
Other provisions	11	23	25
<b>Provisions</b>		<b>61</b>	<b>65</b>
Bank loans		0	191
<b>Non-current liabilities other than provisions</b>		<b>0</b>	<b>191</b>
Current portion of long-term liabilities other than provisions		0	37
Bank loans		174	4
Trade payables		99	57
Income tax payable		0	2
Other payables		59	96
<b>Current liabilities other than provisions</b>		<b>332</b>	<b>196</b>
<b>Liabilities other than provisions</b>		<b>332</b>	<b>387</b>
<b>Equity and liabilities</b>		<b>671</b>	<b>699</b>
Unrecognised rental and lease commitments	13		
Contingent liabilities	14		
Mortgages and securities	15		
Group relations	16		
Subsidiaries	17		

## Consolidated statement of changes in equity for 2016

	<b>Contributed capital DKK'm</b>	<b>Retained earnings DKK'm</b>	<b>Total DKK'm</b>
Equity beginning of year	3	244	247
Exchange rate adjustments	0	3	3
Fair value adjustments of hedging instruments	0	1	1
Profit/loss for the year	0	27	27
<b>Equity end of year</b>	<b>3</b>	<b>275</b>	<b>278</b>

The company has issued a total of 438.780 warrants for which the company has received 4,4 million DKK. Each warrant gives the warrant holder a right, but not an obligation, to subscribe for one share in the company of nominally DKK 1 against payment to the company of an exercise price, which amounts to 10 DKK added a hurdle rate of 10 per cent p.a.

## Consolidated cash flow statement for 2016

	<u>Notes</u>	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
Operating profit/loss		62	33
Amortisation, depreciation and impairment losses		42	41
Working capital changes	12	28	35
<b>Cash flow from ordinary operating activities</b>		<b>132</b>	<b>109</b>
Financial income received		1	0
Financial income paid		(21)	(11)
Income taxes refunded/(paid)		(13)	(13)
<b>Cash flows from operating activities</b>		<b>99</b>	<b>85</b>
Acquisition etc of intangible assets		(14)	(9)
Acquisition etc of property, plant and equipment		(22)	(8)
Sale of property, plant and equipment		(2)	0
<b>Cash flows from investing activities</b>		<b>(38)</b>	<b>(17)</b>
Instalments on loans etc		(227)	(34)
Repayment of debt to group enterprises		0	(35)
Cash increase of capital		0	18
<b>Cash flows from financing activities</b>		<b>(227)</b>	<b>(52)</b>
<b>Increase/decrease in cash and cash equivalents</b>		<b>(166)</b>	<b>16</b>
Cash and cash equivalents beginning of year		42	26
<b>Cash and cash equivalents end of year</b>		<b>(124)</b>	<b>42</b>
Cash and cash equivalents at year-end are composed of:			
Cash		50	42
Short-term debt to banks		(174)	0
<b>Cash and cash equivalents end of year</b>		<b>(124)</b>	<b>42</b>

## Notes to consolidated financial statements

	<b>2016 DKK'm</b>	<b>2015 DKK'm</b>
<b>1. Revenue</b>		
Scandinavia	386	369
Rest of Europe	117	109
Rest of World	247	238
	<b>750</b>	<b>716</b>
	<b>2016 DKK'm</b>	<b>2015 DKK'm</b>
<b>2. Staff costs</b>		
Wages and salaries	212	210
Pension costs	13	14
Other social security costs	15	18
	<b>240</b>	<b>242</b>
Number of employees at balance sheet date	<b>393</b>	<b>420</b>
Average number of employees	<b>406</b>	<b>442</b>
	<b>Remunera- tion of manage- ment 2016 DKK'm</b>	<b>Remunera- tion of manage- ment 2015 DKK'm</b>
Executive Board	5	6
Board of Directors	1	1
	<b>6</b>	<b>7</b>
	<b>2016 DKK'm</b>	<b>2015 DKK'm</b>
<b>3. Depreciation, amortisation and impairment losses</b>		
Amortisation of intangible assets	29	45
Depreciation on property, plant and equipment	13	11
	<b>42</b>	<b>56</b>
	<b>2016 DKK'm</b>	<b>2015 DKK'm</b>
<b>4. Other financial income</b>		
Interest income	1	0
	<b>1</b>	<b>0</b>

## Notes to consolidated financial statements

	<b>2016</b> <b>DKK'm</b>	<b>2015</b> <b>DKK'm</b>		
<b>5. Other financial expenses</b>				
Interest expenses	21	11		
	<b>21</b>	<b>11</b>		
	<b>2016</b> <b>DKK'm</b>	<b>2015</b> <b>DKK'm</b>		
<b>6. Tax on profit/loss for the year</b>				
Tax on current year taxable income	17	13		
Change in deferred tax for the year	(2)	(4)		
	<b>15</b>	<b>9</b>		
	<b>2016</b> <b>DKK'm</b>	<b>2015</b> <b>DKK'm</b>		
<b>7. Proposed distribution of profit/loss</b>				
Retained earnings	27	13		
	<b>27</b>	<b>13</b>		
	<b>2016</b> <b>DKK'm</b>	<b>2015</b> <b>DKK'm</b>		
	<b>2016</b> <b>DKK'm</b>	<b>2015</b> <b>DKK'm</b>		
<b>8. Intangible assets</b>	<b>Completed development projects DKK'm</b>	<b>Acquired licences DKK'm</b>	<b>Acquired trademarks DKK'm</b>	<b>Acquired rights DKK'm</b>
Cost beginning of year	14	11	124	31
Transfers	4	0	0	0
Additions	8	2	0	0
Disposals	0	(1)	0	0
<b>Cost end of year</b>	<b>26</b>	<b>12</b>	<b>124</b>	<b>31</b>
Amortisation and impairment losses beginning of year	(4)	(5)	(9)	(3)
Amortisation for the year	(4)	(3)	(8)	(2)
Reversal regarding disposals	0	1	0	0
<b>Amortisation and impairment losses end of year</b>	<b>(8)</b>	<b>(7)</b>	<b>(17)</b>	<b>(5)</b>
<b>Carrying amount end of year</b>	<b>18</b>	<b>5</b>	<b>107</b>	<b>26</b>

## Notes to consolidated financial statements

	<b>Goodwill DKK'm</b>	<b>Develop- ment projects in progress DKK'm</b>		
<b>8. Intangible assets</b>				
Cost beginning of year	245	4		
Transfers	0	(4)		
Additions	0	4		
Disposals	0	0		
<b>Cost end of year</b>	<b>245</b>	<b>4</b>		
Amortisation and impairment losses beginning of year	(12)	0		
Amortisation for the year	(12)	0		
Reversal regarding disposals	0	0		
<b>Amortisation and impairment losses end of year</b>	<b>(24)</b>	<b>0</b>		
<b>Carrying amount end of year</b>	<b>221</b>	<b>4</b>		
	<b>Plant and machinery DKK'm</b>	<b>Other fixtures and fittings, tools and equipment DKK'm</b>	<b>Leasehold improve- ments DKK'm</b>	<b>Prepay- ments for property, plant and equipment DKK'm</b>
<b>9. Property, plant and equipment</b>				
Cost beginning of year	46	11	8	4
Additions	12	5	2	3
Disposals	(6)	(7)	(1)	(4)
<b>Cost end of year</b>	<b>52</b>	<b>9</b>	<b>9</b>	<b>3</b>
Depreciation and impairment losses beginning of the year	(8)	(2)	(1)	0
Depreciation for the year	(8)	(3)	(2)	0
Reversal regarding disposals	6	5	1	0
<b>Depreciation and impairment losses end of the year</b>	<b>(10)</b>	<b>0</b>	<b>(2)</b>	<b>0</b>
<b>Carrying amount end of year</b>	<b>42</b>	<b>9</b>	<b>7</b>	<b>3</b>



## Notes to consolidated financial statements

	<u>Deposits DKK'm</u>	<u>Deferred tax DKK'm</u>
<b>10. Fixed asset investments</b>		
Cost beginning of year	4	20
Disposals	0	(3)
<b>Cost end of year</b>	<u>4</u>	<u>17</u>
<b>Carrying amount end of year</b>	<u>4</u>	<u>17</u>

### 11. Other provisions

Other provisions mainly consist of provisions regarding unfavourable lease contracts on premises in Vejen in order to reach a fair market value. Provisions on lease contracts are amortised over the lifespan of the lease contract.

	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
<b>12. Change in working capital</b>		
Increase/decrease in inventories	9	11
Increase/decrease in receivables	12	16
Increase/decrease in trade payables etc	5	2
Other changes	2	6
	<u>28</u>	<u>35</u>

	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
<b>13. Unrecognised rental and lease commitments</b>		
Hereof liabilities under rental or lease agreements until maturity in total	<u>90</u>	<u>100</u>

	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
<b>14. Contingent liabilities</b>		
Recourse and non-recourse guarantee commitments	5	5
<b>Contingent liabilities in total</b>	<u>5</u>	<u>5</u>

Louis Poulsen Holding A/S is in a Danish joint taxation arrangement in which P-LP 2014 A/S 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.

## Notes to consolidated financial statements

### 15. Mortgages and securities

The share capital of Louis Poulsen A/S' 10 million DKK, with a carrying amount of 373 million DKK are provided as collateral for the parent company's bank loans.

The parent company has issued a guarantee of payment regarding the subsidiary Louis Poulsen A/S' bank loans amounting to 113 million DKK at 31 December 2016.

### 16. Group relations

Name and registered office of the Parent preparing consolidated financial statements for the largest group:  
P-LP 2014 A/S, Malmøgade 3, 2100 København Ø, CBR. No.: 35 86 20 48

Name and registered office of the Parent preparing consolidated financial statements for the smallest group:  
P-LP 2014 A/S, Malmøgade 3, 2100 København Ø, CBR. No.: 35 86 20 48

	<u>Registered in</u>	<u>Corpo- rate form</u>	<u>Equity inte- rest %</u>	<u>Equity DKK'm</u>	<u>Profit/loss DKK'm</u>
<b>17. Subsidiaries</b>					
Louis Poulsen A/S	Copenhagen, Denmark	A/S	100,0	111	33
Louis Poulsen U.S.A Inc	Fort Lauderdale, USA	Inc.	100,0	40	3
Louis Poulsen Asia Pte. Ltd.	Singapore, Asia	Ltd.	100,0	1	0
Louis Poulsen Germany GmbH	Düsseldorf, Germany	GmbH	100,0	13	1
Louis Poulsen Sweden AB	Stockholm, Sweden	AB	100,0	6	3
Louis Poulsen Norway AS	Oslo, Norway	AS	100,0	3	1
Louis Poulsen Finland Oy	Helsinki, Finland	Oy	100,0	4	0
Louis Poulsen UK Limited	London, Great Britain	Limited	100,0	(1)	0
Louis Poulsen Japan Ltd.	Tokyo, Japan	Ltd.	100,0	26	0
Louis Poulsen Switzerland AG	Zürich, Switzerland	AG	100,0	3	(1)
Louis Poulsen Holland B.V.	Amsterdam, Holland	B.V.	100,0	2	0

## Parent income statement for 2016

	<u>Notes</u>	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
Administrative costs	1	(9)	(19)
Other operating income		11	14
<b>Operating profit/loss</b>		<b>2</b>	<b>(5)</b>
Income from investments in group enterprises		28	20
Other financial income		1	2
Other financial expenses		(5)	(5)
<b>Profit/loss before tax</b>		<b>26</b>	<b>12</b>
Tax on profit/loss for the year		1	1
<b>Profit/loss for the year</b>	2	<b>27</b>	<b>13</b>

## Parent balance sheet at 31.12.2016

	<u>Notes</u>	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
Investments in group enterprises		332	339
<b>Fixed asset investments</b>	3	<u>332</u>	<u>339</u>
<b>Fixed assets</b>		<u>332</u>	<u>339</u>
Receivables from group enterprises		9	13
Other receivables		1	1
Income tax receivable		1	1
Prepayments	4	1	1
<b>Receivables</b>		<u>12</u>	<u>16</u>
<b>Cash</b>		<u>3</u>	<u>1</u>
<b>Current assets</b>		<u>15</u>	<u>17</u>
<b>Assets</b>		<u>347</u>	<u>356</u>

## Parent balance sheet at 31.12.2016

	<u>Notes</u>	<u>2016 DKK'm</u>	<u>2015 DKK'm</u>
Contributed capital		3	3
Retained earnings		275	244
<b>Equity</b>		<b>278</b>	<b>247</b>
Other provisions	5	0	3
<b>Provisions</b>		<b>0</b>	<b>3</b>
Bank loans		17	64
<b>Non-current liabilities other than provisions</b>	6	<b>17</b>	<b>64</b>
Current portion of long-term liabilities other than provisions	6	40	32
Other payables		12	10
<b>Current liabilities other than provisions</b>		<b>52</b>	<b>42</b>
<b>Liabilities other than provisions</b>		<b>69</b>	<b>106</b>
<b>Equity and liabilities</b>		<b>347</b>	<b>356</b>
Contingent liabilities	7		
Mortgages and securities	8		
Related parties with controlling interest	9		

## Parent statement of changes in equity for 2016

	<b>Contributed capital DKK'm</b>	<b>Retained earnings DKK'm</b>	<b>Total DKK'm</b>
Equity beginning of year	3	244	247
Exchange rate adjustments	0	3	3
Fair value adjustments of hedging instruments	0	1	1
Profit/loss for the year	0	27	27
<b>Equity end of year</b>	<b>3</b>	<b>275</b>	<b>278</b>

## Notes to parent financial statements

	<b>2016</b> <b>DKK'm</b>	<b>2015</b> <b>DKK'm</b>
<b>1. Staff costs</b>		
Wages and salaries	7	11
Pension costs	0	1
	<b>7</b>	<b>12</b>
Average number of employees	<b>4</b>	<b>5</b>
	<b>Remunera- tion of manage- ment 2016 DKK'm</b>	<b>Remunera- tion of manage- ment 2015 DKK'm</b>
Executive Board	5	6
Board of Directors	1	1
	<b>6</b>	<b>7</b>
	<b>2016</b> <b>DKK'm</b>	<b>2015</b> <b>DKK'm</b>
<b>2. Proposed distribution of profit/loss</b>		
Retained earnings	27	13
	<b>27</b>	<b>13</b>
		<b>Investments in group enterprises DKK'm</b>
<b>3. Fixed asset investments</b>		
Cost beginning of year		412
<b>Cost end of year</b>		<b>412</b>
Impairment losses beginning of year		(73)
Exchange rate adjustments		4
Adjustments on equity		1
Share of profit/loss for the year		28
Dividend		(40)
<b>Impairment losses end of year</b>		<b>(80)</b>
<b>Carrying amount end of year</b>		<b>332</b>

Hereof non-amortised goodwill 221 million DKK.

## Notes to parent financial statements

### 4. Prepayments

Prepayments comprise incurred marketing costs and other costs relating to subsequent financial years.

### 5. Other provisions

Other provisions mainly consist of provisions regarding unfavourable lease contracts on premises in Vejen in order to reach a fair market value. Provisions on lease contracts are amortised over the lifespan of the lease contract.

	<b>Instalments within 12 months 2016 DKK'm</b>	<b>Instalments within 12 months 2015 DKK'm</b>	<b>Instalments beyond 12 months 2016 DKK'm</b>
<b>6. Liabilities other than provisions</b>			
Bank loans	40	32	17
	<b>40</b>	<b>32</b>	<b>17</b>

### 7. Contingent liabilities

Louis Poulsen Holding A/S is in a Danish joint taxation arrangement in which P-LP 2014 A/S 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

### 8. Mortgages and securities

The share capital of Louis Poulsen A/S' 10 million DKK, with a carrying amount of 332 million DKK are provided as collateral for the parent company's bank loans.

The parent company has issued a guarantee of payment regarding the subsidiary Louis Poulsen A/S' bank loans amounting to 113 million DKK at 31 December 2016.

### 9. Related parties with controlling interest

Related parties with controlling interest:

PLP 2014 A/S, Malmøgade 3, 2100 København Ø CBR. No.: 35 86 20 48



## Accounting policies

### Reporting class

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

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

### Recognition and measurement

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

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

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

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

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

### Consolidated financial statements

The consolidated financial statements comprise the Parent and the group enterprises (subsidiaries) that are controlled by the Parent. Control is achieved by the Parent, either directly or indirectly, holding more than 50% of the voting rights or in any other way possibly or actually exercising controlling influence.

### Basis of consolidation

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

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

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

## Accounting policies

### Foreign currency translation

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

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

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

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

### Derivative financial instruments

On initial recognition in the balance sheet, derivative financial instruments are measured at cost and subsequently at fair value. Derivative financial instruments are recognised under other receivables or other payables.

Changes in the fair value of derivative financial instruments classified as and complying with the requirements for hedging the fair value of a recognised asset or a recognised liability are recorded in the income statement together with changes in the value of the hedged asset or the hedged liability.

Changes in the fair value of derivative financial instruments classified as and complying with the requirements for hedging future transactions are recognised directly in equity. When the hedged transactions are realised, the accumulated changes are recognised as part of cost of the relevant financial statement items.

For derivative financial instruments that do not comply with the requirements for being treated as hedging instruments, changes in fair value are recognised currently in the income statement as financial income or financial expenses.

## Accounting policies

Changes in the fair value of derivative financial instruments applied for hedging net investments in independent foreign subsidiaries or associates are classified directly as equity.

### Income statement

#### Revenue

Revenue from the sale of manufactured goods and goods for resale is recognised in the income statement when delivery is made and risk has passed to the buyer. 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.

#### Production costs

Production costs comprise expenses incurred to earn revenue for the financial year. Production costs comprise direct and indirect costs for raw materials and consumables, wages and salaries, rent and lease as well as amortisation, depreciation and impairment losses relating to intangible assets and property, plant and equipment included in the production process. In addition, the item includes ordinary write-down of inventories.

#### Distribution costs

Distribution costs comprise costs incurred for sale and distribution of the Entity's products, including wages and salaries for sales staff, advertising costs, travelling and entertainment expenses, etc as well as amortisation, depreciation and impairment losses relating to intangible assets and property, plant and equipment attached to the distribution process.

#### Administrative costs

Administrative expenses comprise costs incurred for the Entity's administrative functions, including wages and salaries for administrative staff and Management, stationery and office supplies as well as amortisation, depreciation and impairment losses relating to intangible assets and property, plant and equipment used for administration of the Entity.

#### 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 internal profits or losses.

#### Other financial income

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

#### Other financial expenses

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

## Accounting policies

### Tax on profit/loss for the year

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

The Entity is jointly taxed with its ultimate owner and all 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 20 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.

Development projects on clearly defined and identifiable products and processes, for which the technical rate of utilisation, adequate resources and a potential future market or development opportunity in the enterprise can be established, and where the intention is to manufacture, market or apply the product or process in question, are recognised as intangible assets. Other development costs are recognised as costs in the income statement as incurred. When recognising development projects as intangible assets, an amount equalling the costs incurred is taken to equity under Reserve for development costs that is reduced as the development projects are amortised and written down.

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

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

Completed development projects are amortised on a straight-line basis using their estimated useful lives which are determined based on a specific assessment of each development project. If the useful life cannot be estimated reliably, it is fixed at 10 years. For development projects, protected by intellectual property

## Accounting policies

rights, the maximum amortisation period is the remaining duration of the relevant rights. The amortisation periods used are 5 years.

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

Plant and machinery as well as 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:

Plant and machinery	5 years
Other fixtures and fittings, tools and equipment	2-5 years
Leasehold improvements	5-14 years

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.

Group enterprises with negative equity value are measured at DKK 0. Any receivables from these enterprises are written down to net realisable value based on a specific assessment. If the Parent has a legal or constructive obligation to cover the liabilities of the relevant enterprise, and it is probable that such obligation is imminent, a provision is recognised that is measured at present value of the costs deemed necessary to incur to settle the obligation.

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.

## Accounting policies

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 20 years.

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

### Inventories

Inventories are measured at the lower of cost using the FIFO method and net realisable value.

Cost consists of purchase price plus delivery costs. Cost of manufactured goods and work in progress consists of costs of raw materials, consumables, direct labour costs and indirect production costs.

Indirect production costs comprise indirect materials and labour costs, costs of maintenance of, depreciation of and impairment losses relating to machinery, factory buildings and equipment used in the manufacturing process as well as costs of factory administration and management. Financing costs are not included in cost.

The net realisable value of inventories is calculated as the estimated selling price less completion costs and costs incurred to execute sale.

### Receivables

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

### Cash

Cash comprises cash in hand and bank deposits.

### 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 anticipated costs of non-recourse guarantee commitments, returns, loss on contract work in progress, decided and published restructuring, etc.

## Accounting policies

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.

### 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.

### Income tax receivable or payable

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

### Cash flow statement

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

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

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

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

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