team.blue Nordic ApS

Annual Report 2019

team.blue Nordic ApS
Højvangen 4
8660 Skanderborg

Central Business Registration
No: 37272272

The Annual General Meeting adopted the annual report on 31.08.2020

Chairman of the General Meeting

Name: Claus Røge Brandstrup

team.blue

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Entity details

team.blue Nordic ApS
Højvangen 4
8660 Skanderborg

Central Business Registration No: 37272272
Registered in: Skanderborg
Financial year: 2019

Executive Board

Jonas Marcel E. Dhaenens
Stefan Rosenlund

Auditors

Deloitte Statsautoriseret Revisionspartnerselskab
City Tower, Værkmestergade 2
8000 Aarhus C

Statement by management on the annual report

The Executive Board have today considered and approved the annual report of team.blue Nordic ApS for the financial year 01.01.2019 - 31.12.2019.

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 31.12.209 and of the results of its operations and cash flows for the financial year 01.01.2019 - 31.12.2019.

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.

Skanderborg, 31.08.2020

Executive Board

Stefan Rosenlund

Jonas Marcel E. Dhaenens

Independent auditor's report

To the shareholders of team.blue Nordic ApS

Opinion

We have audited the consolidated financial statements and the parent financial statements of team.blue Nordic ApS for the financial year 01.01.2019 - 31.12.2019, 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 31.12.2019, and of the results of their operations and the consolidated cash flows for the financial year 01.01.2019 - 31.12.2019 in accordance with the Danish Financial Statements Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the Auditor's responsibilities for the audit of the consolidated financial statements and 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 Parent'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 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 Parent'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 Parent'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.

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.

Aarhus, 31.08.2020

Deloitte

Statsautoriseret Revisionspartnerselskab
Business Registration No (CVR) 33 96 35 56

Mads Fauerskov
State Authorised Public Accountant
Identification No (MNE) 35428

Rasmus Villadsen Madsen
State Authorised Public Accountant
Identification No (MNE) 45822

Management commentary

Financial highlights

T.DKK	2019	2018	2017	2015/16
Consolidated income statement				
Revenue	393.039	334.762	204.962	179.108
Gross profit/loss	237.414	202.704	116.753	92.554
Operating profit/loss	28.330	9.390	7.011	-12.578
Net financials	-16.300	-16.256	-21.862	-19.472
Profit/loss for the year	-12.689	-26.563	-22.749	-32.202
T.DKK				
Consolidated balance sheet				
Total assets	802.568	904.884	489.586	501.281
Investments in property, plant and equipment	47.031	34.829	33.640	17.580
Equity	309.744	362.432	79.871	102.606
Invested capital incl. goodwill	963.809	919.045	500.342	427.268
Interest bearing debt, net	316.608	278.860	316.224	299.397
T.DKK				
Consolidated cash flow				
Operating activities	98.277	126.062	51.392	44.474
Investing activities	-84.122	-411.262	-66.951	-427.395
Financing activities	-42.991	339.390	361	402.481
T.DKK				
Ratios*				
Gross margin (%)	60,4	60,6	57,0	51,7
Net margin (%)	-3,2	-7,9	-11,1	-18,0
Return on invested capital incl. goodwill (%)	13,3	14,3	12,2	-
Turnover invested capital	0,4	0,5	0,4	-
Financial gearing (%)	0,9	1,3	3,5	-
Return on equity (%)	-3,8	-12,0	-24,9	-
Solvency ratio (%)	38,6	40,1	16,3	20,5
Revenue per employee	2.125	1.579	2.157	2.267
Employees in average	185	212	95	79

2015/16 is the establishment year of the group

* Ratios with average figures are not calculated on a consolidated basis in 2015/16

Financial highlights

Financial highlights are defined and calculated as follows:

Ratios	Calculation formula	Description
Gross margin (%)	Gross profit x 100 / Revenue	The entity's operating gearing
Net margin (%)	Profit/loss for the year x 100 / Revenue	The entity's operating profitability
Return on invested capital	EBITA x 100 / Avr. invested capital incl. GW	The return generated by the entity on the investors' funds
Turnover invested capital	Revenue / Avr. invested capital incl. GW	Turnover rate of capital employed by the entity
Financial gearing (%)	Net interest-bearing debt / Avr. equity	The entity's financial gearing
Return on equity (%)	Profit/loss for the year x 100 / Avr. equity	The entity's return on capital invested in the Entity by the owners
Solvency ratio (%)	Equity x 100 / Total assets	The financial strength of the entity
Revenue per employee	Revenue / Avr. number of employees	The entity's productivity

EBITA (Earnings Before Interest, Tax and Amortization) is defined as operating profit plus the year's amortisation of and impairment losses relating to intangible assets including goodwill.

Invested capital including goodwill is defined as net working capital plus the carrying amount of property, plant and equipment and intangible assets as well as accumulated amortization of intangible assets including goodwill, and less other provisions and long-term operating liabilities. Accumulated impairment losses relating to goodwill are not added.

Net working capital is defined as receivables and other operating current assets net of trade payables and other short-term operating liabilities. Income taxes receivables and payable as well as cash are not included in net working capital.

Net interest-bearing debt is defined as interest-bearing liabilities, including income tax payable, net of interest-bearing assets, including cash and income tax receivable.

Primary Activities

The Group's primary business area is to offer and deliver hosting and highly standardized solutions to SMEs. Sale and delivery are made either through direct customer relationships or through the partner channel.

The products offered by team.blue can be divided into 5 overall categories; Applications, Premium Hosting, Basic Hosting, Domains and other. These overall categories can be divided into multiple products below where Applications covers e.g. Marketing tools, Ecommerce, E-mail, Office 365, Sitebuilder, Security Certificates and Premium and Basic Hosting covers IAAS (InfraStructure As A Service), Virtual Servers, Backup and Security, Shared Hosting and Website Hosting.

Development in activities and finances

Management considers the financial development in 2019 as strong as the revenue increased to t.dkk 393.039 compared to t.dkk 334.762 the year before and gross profit increased to t.dkk 237.414 from t.dkk 202.704.

The development in financial performance and general activities in 2019 was impacted by

- Merger of HostNordic A/S with retrospective effect from 01.01.2019.

In 2019 Zitcom A/S changed name to team.blue Denmark A/S and Zitcom HoldCo ApS changed name to team.blue Nordic ApS as part of the formation of a new European Power House within Webhosting. Team.blue is now represented in more than 10 countries and serves close to two million customers across core markets in Europe.

Outlook

Management expects an increase in both revenue and profit in 2020 and is planning to further expand the presence in the Nordic hosting market via further growth. Revenue for 2020 is expected to end in the range between 410 m.dkk and 420 m.dkk with a profit before tax in the range between 110 m.dkk and 130 m.dkk.

The strong uplift in both revenue and profit is primarily coming from organic growth and partially from acquired customer portfolis.

Financial performance in the first months of 2020 supports the outlook for the year and management is satisfied with the development, both compared to historical periods and the budget.

Particular risks

Management is not aware of anything of particular risk to the group's presence is the Danish SME hosting market and also no risk that impacts the growth plans for the coming years. All acquired companies has been carefully integrated into the existing platform and framework, and the migration is continuously being monitored and tracked.

Intellectual capital resources

As a knowledge-intensive group, it is crucial for team.blue to have highly skilled employees with an extensive know-how within the business. Future earnings in the group is dependent on the right mix of employees. That is why team.blue Group has an ambition to hire the best people and also continuously train the existing workforce within their specific center of competence.

Environmental performance

team.blue Group has the ambition to run the most energy efficient business. The group is doing so by re-using equipment to the largest extent possible, but with having in mind that the operations should run on the most energy efficient way. Especially the use of electricity consumption is a key metric for the group, which has also been recognized via several governmental subsidies taking its base in optimization of energy consumption.

Research and development activities

Software is being developed which comprise software, including control panels, payment systems and internal systems developed to create more efficiency and simplified processes and also to sell solutions to customers all together to create a better customer experience. Development projects in progress amounts to t.dkk. 1.947 as of 31 December 2019.

Statutory report on corporate social responsibility

In recent years, we, team.blue Denmark, have experienced an explosive growth in employees and customers.

Today, the group that we are a part of serve more than 250.000 customers and employ 200 specialists in the Nordics alone. This gives us of a great social responsibility of which we are both very proud and very aware.

The IT industry to which we belong is responsible for significant CO2 emissions. For this reason, we as an IT company need to consider how we affect the environment and how we continuously find sustainable ways of operating our business.

To our customers, we wish to be a trusted digital enabler who actively invests in better and more sustainable ways of delivering our solutions – without ever compromising the quality. See also description in section "Primary Activities".

To our employees, we wish to be an employer who actively engages in their development and physical and mental well-being.

To our local society, we wish to be an active stakeholder who supports local businesses, organizations and entrepreneurs.

Climate and enviroment

The IT industry is one of the biggest risks regarding CO2 emissions – a fact that we cannot and should not shy away from.

We can and must work towards building a company that is as sustainable as possible. One way is to pay close attention to exactly how energy efficient our data centers are.

Data centers use a substantial amount of energy which means that by finding and investing in better equipment we can create enormous energy savings.

In recent years, the group that we are a part of have invested heavily in equipment which now enables us, on a group level, to save 431 tons of CO2 annually. As a result of our energy efforts we have in 2019 succeeded in reducing our CO2 emissions.

Whenever we change IT equipment, both in the offices and in our data centers, we choose energy efficient hardware and make sure that old equipment is either reused or recycled in the safest and most environmentally friendly way possible.

Workspace sustainability

As our building is new and most of it built per our request, we have had the opportunity to influence material choice and the overall construction.

We have chosen to have large open offices, as this not only supports our way of working, but also creates a better and more efficient way of heating and cooling the building, resulting in energy saving. For the same reason we have equipped our windows with sun curtains and solar film.

One of our priorities was to have a lot of windows installed. It may seem simple, but it is an efficient way to lessen the need for artificial lighting. The lighting we do have, however, is intelligent, meaning that it turns on and off by itself as a further measure to conserve energy.

In addition to the energy saving initiatives that we have taken; we are also actively trying to reduce food waste. Our kitchen invests both time and money in creating a menu where leftover food can be reused the next day.

We prioritize buying local and ecological food products whenever possible. Furthermore, the kitchen provides an inexpensive dinner solution with the leftoverfood they have by creating portion sized dinner boxes for our employees to take home.

Physical well-being

Our employees are our most valuable assets.

As an employer, we wish to hold on to our employees and ensure that they are happy, healthy and educated. A risk in regards to our employees are that they do not thrive when being part of team.blue.

We believe that education is an important part of our employee's development and that it should be an integral part of their work lives. For this reason, we offer our employees a range of different supplementary training whilst working for team.blue Denmark.

As an employer, we also have a responsibility for helping our employees fulfill their social needs and aspirations for a healthy lifestyle. Among other things, we provide a healthy breakfast and lunch, health insurance and free access to our in-house gym.

At least once a year, we arrange a "health initiative" – typically in form of a competition which helps our employees become more aware of their eating habits, exercise habits and/or their health in general.

It is our belief that we in 2019 have maintained a healthy and safe work enviroment.

Employee care

We believe that the physical environment is fundamental to the well-being of our employees which is why we tailor their workspaces to their exact wants and needs. We provide our employees with the IT-equipment of their choice and we offer height adjustable tables and chairs that are customizable to the needs of the individual.

We try to facilitate a work environment where the individual has his or her own project that he or she can manage however they see fit. We strive to also meet individual demands from our employees, to enhance their work experience and their general well-being.

We adhere to relevant collective agreements regarding pay, meaning that all team.blue Denmark employees receive a salary and benefit package that is competitive in relation to the market standard. We provide a range of benefits which include, but is not limited to, physiotherapy, carwash whilst at work, massage and much more.

To better the balance between work life and family life, we provide the possibility of working from home if needed in most of our departments. Furthermore, we include our employee's family on festive occasions when relevant and possible.

Societal and local responsibility

As one of Europe’s leading digital enablers, we have a strong responsibility for developing the Danish IT industry.

For this reason, we cooperate with several research and educational institutions such as Aarhus University and Business Academy Aarhus.

By cooperating with schools, academies and universities, we believe that we can play an important part in promoting the development of the IT industry. In return, we get a unique opportunity to meet students who provide us with input and ideas which we can implement in our company.

In addition to cooperating with schools, we frequently hire interns and if possible, offer apprenticeships.

Also, we wish to contribute to the development of the local business and startup environment. For this reason, we regularly sponsor local initiatives and organizations and host local events whenever possible.

Specific initiatives

We enjoy being an active part of our local society and strive to participate in the development of the Danish IT scene. We also do whatever we can to help keep our employees happy and healthy.

Below is a list of some of our initiatives supporting these causes:

- Local sponsorships
- Cooperation with Aarhus University
- Sponsor for Skanderborg Culture Center
- Main sponsor for FC Skanderborg
- Coding Class for young students
- Continuous education of our employees
- Health initiative with Anders Oll, former national Triathlon coach
- Health initiative with Morten Elsøe, author and health expert

Continuous development

Once a year, we review our policies and initiatives and discuss whether they suffice to reach our ambitious goals. which are based on the United Nations' 17 Sustainable Development Goals:

1. No Poverty
2. Zero Hunger
3. Good Health and Well-Being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Industry, Innovation and Infrastructure
10. Reduced Inequalities
11. Sustainable Cities and Communities
12. Responsible Consumption and Production
13. Climate Action
14. Life Below Water
15. Life on Land
16. Peace, Justice and Strong Institutions
17. Partnerships

We continuously discuss how our competences can create the biggest positive difference, and once a year, we review and prioritize our CSR action plan.

Anti-bribery

The Group always strives to act and do business in an ethical, responsible, transparent, and honest manner. team.blue does not accept or solicit corruption or bribery in any kind and have a zero tolerance in relation to corruption and bribery.

In all business relationships we are obliged to act in an professional way which comprise that we do not accept presents, bribery and extortion that can have a influence on decisions made by team.blue.

team.blue was established in 2019 as an outcome of a merger of three bigger European hosting companies. The work to create the group wide governance models has been started and the Anti-bribery procedures specifically is being formalized in writing as we speak. So far the anti-bribery activities has been discussed verbally and the required information has also been shared verbally. We are fully aware of the need to create and maintain written procedures and we are working closely together with the Group functions to implement the procedures as fast as possible. The work to formalize the procedures has been delayed by the huge efforts of merging three similar sized companies into one big player in the European Hosting Industry.

With that said, we believe that the risk in relation to anti-bribery has been minimized with this informal communication of our values etc. and team.blue has not received any reports in 2019 concerning corruption or bribery.

Human rights

team.blue is committed to maintain and develop a culture based on respect towards human rights. This means that we have a responsibility to ensure the rights and safety of our employees and furthermore human rights throughout our supply chain.

We consider our supply chain as relatively simple due to the composition of our suppliers and we therefor assess our supply chain as being low risk in regard to breaches of human rights.

team.blue strives to work with acknowledged suppliers to minimize risk of any breaches of human rights.

In 2019 team.blue has not received any reports concerning breaches of human rights.

Statutory report on the underrepresented gender

The Group is working on complying with the provisions of the laws for the underrepresented gender in the Senior Management body.

The board of directors currently consists of 4 men, who is the Group CEO, Country CEO, Country CFO and Country CTO. The goal of the Group is to have a minimum of 20% females represented in the board of directors by the end of 2025. Since no new members were elected at The Annual General Meeting, the target was not met in 2019.

The Senior management team of team.blue denmark consists of 5 persons, whereof 1 is a female. The goal for the Group is to have a minimum of 20% femals represented at the Senior Management level.

Throughout the recent years, the Group has been focusing on the mixture and represention of genders in the organisation and the percentage of females in the organisation in May 2020 is 23%, whereof 2 persons holds manegerial positions. When recruiting, we ensure that all job advertisements are neutral in regards to gender and during our recruitment process we do not place emphasis on gender when inviting candidates to a interview.

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.

COVID-19

Management is not expecting significant negative impacts in 2020 from COVID-19, as development in the period from January 2020 to May 2020 has been positive despite the slowdown in the general markets due to Governmental lockdown. Team.blue Nordic ApS has experienced and increase in the focus on E-commerce business and also a positive trend towards companies outsourcing their hosting services.

Management has monitored the development on a daily basis throughout the period impacted by COVID-19, and has not experienced material negative impacts on debtors aging, cashflow, revenue or other key metrics in the period.

Management will continue to monitor the development until the general negative impact from COVID-19 has let go of the markets. However given the business model and the dependency from customers towards operating their business, management is confident that team.blue Nordic will continue the positive development throughout the coming months and years.

Consolidated income statement

DKK	Notes	2019	2018
Revenue	1	393.039.318	334.762.134
Cost of sales		-116.941.670	-99.324.002
Other external expenses	2	-38.683.811	-32.734.614
Gross profit/loss		**237.413.837**	**202.703.518**
Staff costs	3	-77.235.255	-74.775.216
Depreciation, amortisation and impairment losses	4	-131.848.852	-118.537.813
Operating profit/loss		**28.329.730**	**9.390.489**
Income from investments in associates		-	-121.091
Other financial income	5	1.781.300	1.183.178
Other financial expenses	6	-18.081.068	-17.439.386
Profit/loss before tax		**12.029.962**	**-6.986.810**
Tax on profit/loss for the year	7	-24.718.536	-19.576.209
Profit/loss for the year	8	**-12.688.574**	**-26.563.019**

Consolidated balance sheet – assets

DKK	Notes	2019	2018
Intangible assets			
Acquired intangible assets		8.162.956	499.936
Goodwill		617.061.805	678.320.006
Completed development projects		16.720.086	11.477.585
Development projects in progress		1.946.811	3.134.769
Total intangible assets	**9**	**643.891.658**	**693.432.296**
Property, plant and equipment			
Other fixtures and fittings, tools and equipment		62.045.647	51.973.987
Leasehold improvements		6.044.993	304.595
Total property, plant and equipment	**10**	**68.090.640**	**52.278.582**
Fixed asset investments			
Deposit		2.953.484	2.881.884
Other investments		10.000	10.000
Total fixed asset investments	**11**	**2.963.484**	**2.891.884**
Total fixed assets		**714.945.782**	**748.602.762**
Receivables			
Trade receivables		25.175.897	26.973.684
Receivables from group enterprises		-	40.527.865
Deferred tax	12	-	91.261
Other short-term receivables		961.542	778.763
Prepayments	13	12.172.004	9.584.172
Total receivables		**38.309.443**	**77.955.745**
Cash		**49.312.641**	**78.325.655**
Total current assets		**87.622.084**	**156.281.400**
Total assets		**802.567.866**	**904.884.162**

Consolidated balance sheet – equity and liabilities

DKK	Notes	2019	2018
Equity			
Contributed capital		55.000	55.000
Retained earnings		309.688.566	362.377.140
Total equity		**309.743.566**	**362.432.140**
Provisions			
Deferred tax		1.457.642	-
Total provisions	**12**	**1.457.642**	**-**
Non-current liabilities other than provision			
Other payables		2.943.096	-
Other loans		2.325.000	-
Finance lease liabilities		7.956.280	19.599.971
Bank loans		-	249.747.822
Total non-current liabilities other than provision	14	**13.224.376**	**269.347.793**
Current liabilities other than provisions			
Current portion of long-term liabilities other than provisions	14	16.851.625	14.827.693
Bank loans		124.494	301.181
Trade payables		24.046.782	28.989.043
Payables to group enterprises	15	305.602.261	84.622.695
Income tax payable		30.117.540	28.613.721
Other payables	16	16.259.063	22.440.113
Accrued expenses		4.341.830	3.976.507
Deferred income	17	80.798.687	89.333.276
Total current liabilities other than provisions		**478.142.282**	**273.104.229**
Liabilities other than provisions		**491.366.658**	**542.452.022**
Total equity and liabilities		**802.567.866**	**904.884.162**
Unrecognized rental and lease commitments	18		
Contingent liabilities	19		
Assets charged and collateral	20		
Related parties with control	21		
Transactions with related parties	22		

Consolidated statement of changes in equity

DKK	Contributed capital	Retained earnings	Proposed extraordinary dividend	Total
Equity beginning of year	55.000	362.377.140	-	362.432.140
Dividend	-	-	-40.000.000	-40.000.000
Profit/loss for the year	-	-52.688.574	40.000.000	-12.688.574
Equity end of year	**55.000**	**309.688.566**	**-**	**309.743.566**

Consolidated cash flow statement

DKK	Notes	2019	2018
Operating profit/loss		28.329.730	9.390.489
Depreciation, amortization and impairment losses		131.848.852	118.537.813
Working capital changes	22	-24.211.051	21.594.662
Cash flow from ordinary operating activities		**135.967.531**	**149.522.964**
Financial income received		1.781.300	1.183.178
Financial expenses paid		-18.081.068	-17.439.386
Income taxes refunded/(paid)		-21.391.114	-7.204.409
Cash flow from operating activities		**98.276.649**	**126.062.347**
Acquisition etc of intangible assets		-21.867.527	-10.456.609
Acquisition etc of property, plant and equipment		-47.030.640	-34.829.312
Sale etc of property, plant and equipment		358.097	283.921
Acquisition of fixed asset investments		-22.050.071	-397.734.342
Sale of fixed asset investments		6.468.227	31.474.710
Cash flow from investing acitivities		**-84.121.914**	**-411.261.632**
Loans raised		261.507.431	249.747.822
Instalments on loans etc		-247.867.688	-224.826.478
Incurrence of lease obligations		-	20.968.058
Reductions of lease commitments		-16.630.805	-15.624.179
Dividends		-40.000.000	-
Contribution		-	278.356.174
Capital increase		-	30.768.147
Cash flow from financing acitivities		**-42.991.062**	**339.389.544**
Increase/decrease in cash and cash equivalents		**-28.836.327**	**54.190.259**
Cash and cash equivalents beginning of year		78.024.474	23.834.215
Cash and cash equivalents end of year		**49.188.147**	**78.024.474**
Cash and cash equivalents at year end are composed of:			
Cash		49.312.641	78.325.655
Short-term debt to banks		-124.494	-301.181
Cash and cash equivalents end of year		**49.188.147**	**78.024.474**

Group notes

DKK	2019	2018
1. Revenue		
Nordic	384.084.188	327.134.810
Europe	3.178.317	2.707.058
Other	5.776.813	4.920.266
	393.039.318	**334.762.134**

The company's segments are business segments and geographical markets.

In general the Company's primary business consists of offering and delivering hosting and highly standardized solutions to SMEs. Management wishes with regard to the Danish Financial Statements Act § 96 not to give additional information about business segment breakdown of revenue as a detailed breakdown of the revenue can harm the competitive situation.

DKK	2019	2018
2. Fees to the auditor appointed by the Annual General Meeting		
Statutory audit services	272.000	260.000
Other assurance engagements	100.000	84.805
Tax services	408.557	442.975
Other services	759.032	850.406
	1.539.589	**1.638.186**

DKK	2019	2018
3. Staff costs		
Wages and salaries	79.679.038	75.413.498
Pension costs	8.133.035	6.892.152
Other social security costs	1.580.016	1.384.201
Other staff costs	140.494	937.184
Staff costs transfered to assets	-12.297.328	-9.851.819
	77.235.255	**74.775.216**
Average number of employees	**185**	**212**

Remuneration of management (Executive Board) 2019, 3.905 t.DKK. (2018: 3.782 t.DKK)

DKK	2019	2018
4. Depreciation, amortisation and impairment losses		
Amortisation of intangible assets	96.757.716	91.973.362
Depreciation of property, plant and equipment	35.318.499	26.948.514
Profit/loss from sale of intangible assets and property, plant and equipment	-227.363	-384.063
	131.848.852	**118.537.813**

DKK	2019	2018
5. Other financial income		
Financial income arising from group enterprises	1.162.381	1.016.827
Other financial income	618.919	166.351
	1.781.300	**1.183.178**

DKK	2019	2018
6. Other financial expenses		
Financial expenses from group enterprises	13.700.915	3.964.046
Interest expenses	2.547.684	11.834.275
Other financial expenses	1.832.469	1.641.065
	18.081.068	**17.439.386**

DKK	2019	2018
7. Tax on profit/loss for the year		
Tax on current year taxable income	22.105.292	19.948.257
Change in deferred tax for the year	2.620.837	-1.097.365
Adjustments concerning previous years	-7.593	725.317
	24.718.536	**19.576.209**

Change in deferred tax for the year also comprise change regarding the opening balance for the merged company.

DKK	2019	2018
8. Proposed distribution of profit/loss		
Extraordinary dividend	40.000.000	-
Retained earnings	-52.688.574	-26.563.019
	-12.688.574	**-26.563.019**

DKK	Acquired intangible assets	Goodwil
9. Intangible assets		
Cost beginning of year	7,525.679	854.311.792
Additions from mergers	1.283.023	1.697.144
Additions	8.387.970	25.091.723
Cost end of year	**17.195.672**	**881.100.659**
Amortisation and impairment losses beginning of year	-7.026.743	-175.991.786
Amortization from mergers	-1.144.946	-1.509.388
Amortisation for the year	-862.027	-86.537.680
Amortisation and impairment losses end of year	**-9.033.716**	**-264.038.854**
Carrying amount end of year	**8.162.956**	**617.061.805**

Goodwill is recognized when acquisitions are made. Management has estimated the useful life and the amortization period regarding the goodwill. Based on the acquired company's business activity, customer base, customer mix and synergy possibilities Management has estimated the useful life to 5-10 years. Useful life is reassessed continuously by Management.

DKK	Completed development projects	Development projects in progress
9. Intangible assets, continued		
Cost beginning of year	67.944.011	3.134.769
Additions from mergers	-	-
Additions	11.532.746	1.946.811
Transfers	3.134.769	-3.134.769
Cost end of year	**82.611.526**	**1.946.811**
Amortisation and impairment losses beginning of year	-56.466.426	-
Amortisation for the year	-9.425.014	-
Amortisation and impairment losses end of year	**-65.891.440**	**-**
Carrying amount end of year	**16.720.086**	**1.946.811**

Development projects

Development projects in progress amounts to t.dkk. 1.947 as of 31 December 2019 and is to be finalized in Q1 2020.

Development projects comprise software, including control panels, payment systems and internal systems developed to create more efficiency and simplified processes and also to sell solutions to customers all together to create a better customer experience. Software and solutions are developed with base in market and customer demands and therefore has proven potential already prior to the development of the project.

The developed software is divided into separate projetcs where the individual projects are identificable and follow their own course, including start-up, progress and completion.

The developed software must be seen as an integrated part of the company's DNA, whereby revenue and earnings follow the company's overall budgets and forecasts. Due to the financial performance there are no identified indicators of a need for impairment.

DKK	Other fixtures and fittings, tools and equipment	Leasehold improve-ments
10. Property, plant and equipment		
Cost beginning of year	149.870.821	8.325.647
Additions from mergers	17.805.977	248.096
Additions	40.410.438	6.620.202
Cost end of year	**208.087.236**	**15.193.945**
Depreciation and impairment losses beginning of year	-97.896.834	-8.021.052
Depreciation from mergers	-13.789.701	-231.460
Depreciation for the year	-34.355.054	-896.440
Depreciation and impairment losses end of year	**-146.041.589**	**-9.148.952**
Carrying amount end of year	**62.045.647**	**6.044.993**
Recognised assets not owned by entity	**23.771.232**	**-**

DKK	Other investments	Deposit
11. Fixed asset investments		
Cost beginning of year	10.000	2.881.884
Additions from merger	-	303.744
Disposals	-	-232.144
Cost end of year	**10.000**	**2.953.484**
Carrying amount end of year	**10.000**	**2.953.484**

DKK	2019	2018
12. Deferred tax		
Intangible assets	4.340.086	-3.077.912
Property, plant and equipment	-3.316.364	3.293.024
Leasehold improvements	112.163	79.709
Other deductible temporary differences	321.757	-203.560
	1.457.642	**91.261**

13. Prepayments

Prepayments comprise incurred costs relating to subsequent financial years.

Prepayments are measured at cost.

DKK	Instalments within 12 months 2018	Instalments within 12 months 2019	Instalments beyond 12 months 2019
14. Long-term liabilities other than provision			
Other payables (Holiday pay obligation)	-	-	2.943.096
Other loans	-	4.650.000	2.325.000
Finance lease liabilities	14.827.693	12.201.625	7.956.280
	14.827.693	**16.851.625**	**13.224.376**

No long-term liabilities beyond 5 years.

15. Payables to group enterprises

During 2019 team.blue performed a refinancing of external facility debt after which a Intercompany loan was established. Due to the conditions in the loan agreement the Intercompany debt is presented as short term debt. The Management and Group Companies does not expect that the Intercompany debt will be demanded repaid during the next 12 month.

DKK	2019	2018
16. Other payables		
VAT and duties	6.717.446	11.964.631
Wages and salaries, personal income taxes, social security costs, etc payable	9.541.617	10.475.482
	16.259.063	**22.440.113**

17. Deferred income

Deferred income comprise received income for recognition in subsequent financial years.

Deferred income are measured at cost.

DKK	2019	2018
18. Unrecognised rental and lease commitments		
Commitments under rental or leases until expiry	54.106.010	12.014.605

19. Contingent liabilities

The Group is part of a Danish joint taxation which Combell Holding ApS as the tax principal. According to the joint taxation provisions of the Danish Corporation Tax Act, the Company is therefore liable for income taxes etc. for the jointly taxed companies and for obligations, if any, relating to the withholding of tax on interest, royalties and dividend for the jointly taxed companies. The total net tax liability is incorporated in the accounts for Combell Holding ApS.

20. Assets charged and collateral

Bank accounts are pledged to the benefit of Commerzbank Aktiengesellschaft, DNB (UK) Limited, Investec Bank plc and The Governor and Company of the Bank of Ireland.

Intra-group receivables are pledged to the benefit of Commerzbank Aktiengesellschaft, DNB (UK) Limited, Investec Bank plc and The Governor and Company of the Bank of Ireland.

21. Related parties with control

Related parties with a controlling interest:

Combell N.V., Skaldenstraat 121, 9042 Gent, Belgium (mother)

Combell Holding ApS, Højvangen 4, 8660 Skanderborg, Denmark (mother)

Intelligent Holding B.V., Watertorenplein 4 A, 1051 PA Amsterdam, Netherlands (mother)

Intelligent Midholding B.V. in liquidation, Watertorenplein 4 A, 1051 PA Amsterdam, Netherlands (mother)

Combell Group B.V., Watertorenplein 4 A, 1051PA Amsterdam, Netherlands (mother)

team.blue N.V., Skaldenstraat 121, 9042 Ghent, Belgium (mother)

team.blue Finco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)

team.blue Midco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)

team.blue Holdco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)

team.blue Mezzco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)

team.blue PIKco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)

team.blue Topco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (ultimate mother)

22. Transactions with related parties

Information about transactions with related parties are only listed in the annual report if these transactions have not been carried out on a market term basis. There have not been conducted such transactions in the financial year.

DKK	2019	2018
22. Change in working capital		
Increase/decrease in receivables	-1.921.190	10.915.652
Increase/decrease in trade payables etc.	-22.289.861	10.679.010
	-24.211.051	**21.594.662**

Parent income statement

DKK	Notes	2019	2018
Revenue		-	1.914.569
Other external expenses		-4.324.612	-4.227.095
Gross profit/loss		**-4.324.612**	**-2.312.526**
Staff costs	1	-	-1.280.425
Operating profit/loss		**-4.324.612**	**-3.592.951**
Income from investments in group enterprises	6	7.499.370	-7.612.101
Other financial income	2	13.280	763.917
Other financial expenses	3	-18.265.277	-17.256.414
Profit/loss before tax		**-15.077.239**	**-27.697.549**
Tax on profit/loss for the year	4	2.388.665	1.134.530
Profit/loss for the year	5	**-12.688.574**	**-26.563.019**

Parent balance sheet - assets

DKK	Notes	2019	2018
Fixed asset investments			
Investment in group enterprises		732.704.917	703.093.547
Total fixed asset investments	6	**732.704.917**	**703.093.547**
Total fixed assets		**732.704.917**	**703.093.547**
Receivables			
Joint taxation contribution receivable		2.351.212	3.260.480
Total receivables		**2.351.212**	**3.260.480**
Cash		**1.726.055**	**4.765.347**
Total current assets		**4.077.267**	**8.025.828**
Total assets		**736.782.184**	**711.119.375**

Parent balance sheet - equity and liabilities

DKK	Notes	2019	2018
Equity			
Contributed capital		55.000	55.000
Retained earnings		309.688.566	362.377.140
Total equity		**309.743.566**	**362.432.140**
Non-current liabilities other than provision			
Bank loans		-	249.747.822
Total non-current liabilities other than provision		**-**	**249.747.822**
Current liabilities other than provisions			
Trade payables		946.059	121.575
Joint taxation contribution payable		-	1.592.941
Payables to group enterprises	7	426.092.559	97.224.897
Total current liabilities other than provisions		**427.038.618**	**98.939.413**
Liabilities other than provisions		**427.038.618**	**348.687.235**
Total equity and liabilities		**736.782.184**	**711.119.375**
Contingent liabilities	8		
Assets charged and collateral	9		
Related parties with control	10		
Transactions with related parties	11		

Parent statement of changes in equity

DKK	Contributed capital	Retained earnings	Proposed extraordinary dividend	Total
Equity beginning of year	55.000	362.377.140	-	362.432.140
Dividend	-	-	-40.000.000	-40.000.000
Profit/loss for the year	-	-52.688.574	40.000.000	-12.688.574
Equity end of year	**55.000**	**309.688.566**	**-**	**309.743.566**

Parent notes

DKK	2019	2018
1. Staff costs		
Wages and salaries	-	991.049
Pension costs	-	229.950
Other social security costs	-	9.513
Other staff costs	-	49.913
	-	**1.280.425**
Average number of employees	**-**	**3**

Remuneration of management (Executive Board) 2019, 0 t.DKK. (2018: 1.221 t.DKK)

DKK	2019	2018
2. Other financial income		
Financial income arising from group enterprises	13.280	763.917
	13.280	**763.917**

DKK	2019	2018
3. Other financial expenses		
Financial expenses from group enterprises	15.655.769	4.846.459
Interest expenses	2.338.445	11.665.165
Other financial expenses	271.063	744.790
	18.265.277	**17.256.414**

DKK	2019	2018
4. Tax on profit/loss for the year		
Tax on current year taxable income	-2.388.665	-1.849.199
Adjustments concerning previous years	-	714.669
	-2.388.665	**-1.134.530**

DKK	2019	2018
5. Proposed distribution of profit/loss		
Extraordinary dividend	40.000.000	-
Retained earnings	-52.688.574	-26.563.019
	-12.688.574	**-26.563.019**

DKK	Investment in group enterprises
6. Fixed asset investments	
Cost beginning of year	816.747.464
Additions	22.112.000
Cost end of year	**838.859.464**
Revaluations beginning of year	-113.653.917
Profit/loss for the year	90.799.704
Amortization of goodwill	-83.300.334
Revalutions end of year	**-106.154.547**
Carrying amount end of year	**732.704.917**

Goodwill included in carrying amount, T.DKK 593.923

Subsidaries

team.blue Denmark A/S, Skanderborg, 100% ownership

HostNordic A/S has been merged into team.blue Denmark A/S.

7. Payables to group enterprises

During 2019 team.blue performed a refinancing of external facility debt after which a Intercompany loan was established. Due to the conditions in the loan agreement the Intercompany debt is presented as short term debt. The Management and Group Companies does not expect that the Intercompany debt will be demanded repaid during the next 12 month.

8. Contingent liabilities

The Company is part of a Danish joint taxation with Combell Holding ApS as the tax principal. According to the joint taxation provisions of the Danish Corporation Tax Act, the Company is therefore liable for income taxes etc. for the jointly taxed companies and for obligations, if any, relating to the withholding of tax on interest, royalties and dividend for the jointly taxed companies. The total net tax liability is incorporated in the accounts for Combell Holding ApS.

9. Assets charged and collateral

Bank accounts are pledged to the benefit of Commerzbank Aktiengesellschaft, DNB (UK) Limited, Investec Bank plc and The Governor and Company of the Bank of Ireland.

Intra-group receivables are pledged to the benefit of Commerzbank Aktiengesellschaft, DNB (UK) Limited, Investec Bank plc and The Governor and Company of the Bank of Ireland.

team.blue Nordic ApS has issued a parent company guarantee on behalf of team.blue Denmark A/S in favour of the lessor, Dell Bank International D.A.C, for the payment of any amount or liability with respect to Zitcom A/S' obligations under any leasing agreement with Dell Bank International D.A.C. The guarantee is limited to T.DKK 2.500.

10. Related parties with control

Related parties with a controlling interest:

Combell N.V., Skaldenstraat 121, 9042 Gent, Belgium (mother)
Combell Holding ApS, Højvangen 4, 8660 Skanderborg, Denmark (mother)
Intelligent Holding B.V., Watertorenplein 4 A, 1051 PA Amsterdam, Netherlands (mother)
Intelligent Midholding B.V. in liquidation, Watertorenplein 4 A, 1051 PA Amsterdam, Netherlands (mother)
Combell Group B.V., Watertorenplein 4 A, 1051PA Amsterdam, Netherlands (mother)
team.blue N.V., Skaldenstraat 121, 9042 Ghent, Belgium (mother)
team.blue Finco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)
team.blue Midco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)
team.blue Holdco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)
team.blue Mezzco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)
team.blue PIKco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (mother)
team.blue Topco Sarl, 1, rue Hildegard von Bingen, L-1282, Luxembourg (ultimate mother)

11. Transactions with related parties

Information about transactions with related parties are only listed in the annual report if these transactions have not been carried out on a market term basis. There have not been conducted such transactions in the financial year.

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 (large).

In 2019, team.blue Denmark A/S has merged with HostNordic A/S why the 2018 figures are not fully comparable to 2019.

Change in accounting principles

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

There are no changes related to applying large reporting class C compared to last year with medium-sized reporting class C except for additional notes.

Recognition and measurement

Assets are recognized 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 recognized 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 recognized in the income statement when earned, whereas costs are recognized 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. Enterprises in which the Group, directly or indirectly, holds between 20% and 50% of the voting rights and exercises significant, but not controlling influence are regarded as associates.

Basis of consolidation

The consolidated financial statements are prepared on the basis of the financial statements of team.blue Nordic ApS 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 recognized in full in the consolidated financial statements.

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

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 one in effect at the payment date, or the rate at the balance sheet date are recognized 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.

Business combinations

Newly acquired or newly established enterprises are recognized in the consolidated financial statements from the time of acquiring or establishing such enterprises. Divested or wound-up enterprises are recognized in the consolidated income statement up to the time of their divestment or winding-up.

The purchase method is applied at the acquisition of new enterprises, under which identifiable assets and liabilities of these enterprises are measured at fair value at the acquisition date. On acquisition of enterprises, provisions are made for costs relating to decided and published restructurings in the acquired enterprise. Allowance is made for the tax effect of restatements.

Positive differences in amount (goodwill) between cost of the acquired share and fair value of the assets and liabilities taken over are recognized under intangible assets, and they are amortized systematically over the income statement based on an individual assessment of their useful life. Negative balances (negative goodwill) are recognized as income in the income statement.

When acquisitions, mergers, demergers, asset transfers etc. are made, where the participating companies are controlled by the parent company the consolidation method is used, where the consolidation is considered carried out at the acquisition time without adjusting comparative figures. When using the consolidation method, the acquired companies' assets and liabilities are recognized at book value, adjusted for differences in accounting policies and accounting estimates. The difference between the agreed purchase price and the acquired companies' book value is booked in the equity.

Income Statement

Revenue

Revenue from the sale of services is recognized in the income statement when delivery is made to the buyer.

Revenue is recognized net of VAT, duties and sales discounts and is measured at fair value of the consideration fixed.

Cost of sales

Costs of raw materials and consumables comprise domains, internet access, software, etc. as well as costs directly attributable to realization of revenue for the year. Costs of sales also include write-down for bad debt recognized under current assets.

Other external expenses

Other external expenses include expenses relating to the Entity's ordinary activities, including expenses for premises, stationery and office supplies, marketing costs, etc.

Staff costs

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

Depreciation, amortization and impairment losses

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

Other financial income

Other financial income comprises interest income, including interest income on receivables from group enterprises, payables and transactions in foreign currencies, etc.

Other financial expenses

Other financial expenses comprise interest expenses, including interest expenses on payables to group enterprises, payables and transactions in foreign currencies, etc.

Income taxes

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

The Entity is jointly taxed with all Danish group enterprises. 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).

Income from investments in group enterprises

Income from group enterprises comprises the pro rata share of the individual group enterprises profit/loss after elimination of internal profit or losses.

Balance sheet

Acquired intangible assets

Acquired rights are measured at cost less accumulated amortization. Rights are amortized on a straight-line basis over the estimated useful life of 3 years. Goodwill related to purchase price allocations is amortized over 10 years.

Acquired intangible assets is written down to the lower of recoverable amount and carrying amount.

Goodwill

Goodwill is amortized straight-line over its estimated useful life which is fixed based on the experience gained by Management for each business area. The useful life is determined based on an assessment of whether the 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 recognized as separate assets. Useful lives are reassessed annually. The amortization periods used are 5-10 years.

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

Development projects

Development projects on clearly defined and identifiable products and processes, for which the technical rate of utilization, 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 recognized as intangible assets. Other development costs are recognized as costs in the income statement as incurred. When recognizing development projects as intangible assets, an amount equaling the costs incurred is taken to equity under Reserve for development costs that is reduced as the development projects are amortized and written down.

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

Completed development projects are amortized on a straight-line basis using their estimated useful lives which are determined based on a specific assessment of each development project. For development projects protected by intellectual property rights, the maximum amortization period is the remaining duration of the relevant rights. The amortization period used are 3 years.

Property, plant and equipment

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

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

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

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

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 recognized and measured according to the equity method. This means that investments are measured at the pro rata share of the enterprises' equity plus or minus unamortized positive, or negative, goodwill and minus or plus unrealized intra-group profits or losses.

Group enterprises with negative equity are measured at DKK 0, and any receivables from these enterprises are written down by the Parent's share of such negative equity value if it is deemed irrecoverable. If the negative equity value exceeds the amount receivable, the remaining amount is recognized under provisions if the Parent has a legal or constructive obligation to cover the liabilities of the relevant enterprise.

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

Goodwill is calculated as the difference between cost of the investments and fair value of the assets and liabilities acquired. Goodwill is amortized over its estimated useful life which is normally 5 years, however, in certain cases it may be up to 20 years for strategically acquired enterprises with a strong market position and a long-term earnings profile if the longer amortization period is considered to give a better reflection of the benefit from the relevant resources.

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

Receivables

Receivables are measured at amortized cost, usually equaling nominal value less write-downs for bad and doubtful debts.

Deferred tax

Deferred tax is recognized 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 recognized in the balance sheet at their estimated realizable value, either as a set-off against deferred tax liabilities or as net tax assets.

Prepayments

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

Cash

Cash comprises bank deposits and cash.

Dividend

Dividend is recognized as a liability at the time of adoption at the general meeting. The proposed dividend for the financial year is disclosed as a separate item in equity.

Finance lease commitments

Lease commitments relating to assets held under finance leases are recognized in the balance sheet as liabilities other than provisions, and, at the time of inception of the lease, measured at the present value of future lease payments. Subsequent to initial recognition, lease commitments are measured at amortized cost. The difference between present value and nominal amount of the lease payments is recognized in the income statement as a financial expense over the term of the leases.

Operating leases

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

Other financial liabilities

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

Income tax receivable or payable

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

Deferred income

Deferred income comprises received income for recognition in subsequent financial years. Deferred income is measured at cost.

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, and payment of dividend.

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