

# Deloitte.



## team.blue Nordic ApS

Højvangen 4  
8660 Skanderborg  
CVR No. 37272272

## Annual report 2023

The Annual General Meeting adopted the annual report on 19.06.2024

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**Lasse Lindberg Mortensen**  
Chairman of the General Meeting

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# Entity details

## Entity

team.blue Nordic ApS  
Højvangen 4  
8660 Skanderborg

Business Registration No.: 37272272  
Registered office: Skanderborg  
Financial year: 01.01.2023 - 31.12.2023

## Executive Board

Lotte Bendstrup  
Christophe Van Nevel

## Auditors

Deloitte Statsautoriseret Revisionspartnerselskab  
City Tower, Værkmestergade 2  
8000 Aarhus C

Lead Client Service Partner: Mads Fauerskov

# Statement by Management on the annual report

The Executive Board has today considered and approved the annual report of team.blue Nordic ApS for the financial year 01.01.2023 - 31.12.2023.

The annual report is presented 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 31.12.2023 and of the results of their operations and the consolidated cash flows for the financial year 01.01.2023 - 31.12.2023.

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, 19.06.2024

## Executive Board

**Lotte Bendstrup**

**Christophe Van Nevel**

# 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 01.01.2023 - 31.12.2023, 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 31.12.2023 and of the results of their operations and the consolidated cash flows for the financial year 01.01.2023 - 31.12.2023 in accordance with the Danish Financial Statements Act.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements" section of this auditor's report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. 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 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 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.

### **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 by relevant law and regulations.

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 in the relevant law and regulations. We did not identify any material misstatement of the management commentary.

Aarhus, 19.06.2024

#### **Deloitte**

Statsautoriseret Revisionspartnerselskab  
CVR No. 33963556

#### **Rasmus Volert Madsen**

State Authorised Public Accountant  
Identification No (MNE) mne45822

# Management commentary

## Financial highlights

	2023	2022	2021	2020	2019
	DKK'000	DKK'000	DKK'000	DKK'000	DKK'000
<b>Key figures</b>					
Revenue	600,101	536,120	476,717	416,792	393,039
Gross profit/loss	351,089	312,001	290,490	251,777	237,414
Operating profit/loss	91,080	61,378	51,030	32,568	28,330
Net financials	(11,128)	(13,499)	(17,391)	(12,817)	(16,300)
Profit/loss for the year	40,812	16,407	5,042	(6,072)	(12,689)
Balance sheet total	492,323	545,341	641,921	743,334	802,568
Investments in property, plant and equipment	55,719	56,124	46,715	40,036	47,031
Equity	155,932	115,120	98,713	243,671	309,744
Invested capital incl. goodwill	778,426	978,135	968,636	965,599	963,809
Net interest-bearing debt	97,231	239,939	343,310	282,495	316,608
Cash flows from operating activities	212,637	181,642	132,335	170,592	98,277
Cash flows from investing activities	(70,173)	(71,811)	(62,229)	(54,979)	(84,122)
Cash flows from financing activities	(140,008)	(130,514)	(89,162)	(97,117)	(42,991)
Average number of employees	197	187	180	176	185
<b>Ratios</b>					
Gross margin (%)	58.50	58.20	60.94	60.41	60.40
Net margin (%)	6.80	3.06	1.06	(1.46)	(3.23)
Return on invested capital incl. goodwill (%)	22.40	12.47	16.00	13.90	13.30
Turnover invested capital	0.70	0.55	0.50	0.40	0.40
Financial gearing	0.62	2.08	3.48	1.16	1.02
Return on equity (%)	30.11	15.35	2.95	(2.19)	(3.78)
Solvency ratio (%)	31.67	21.10	15.40	32.80	38.60
Revenue per employee	3,046	2,867	2,648	2,368	2,125

Financial highlights are defined and calculated in accordance with the current version of "Recommendations & Ratios" issued by the CFA Society Denmark.



**Gross margin (%):**
$$\frac{\text{Gross profit/loss} * 100}{\text{Revenue}}$$
**Net margin (%):**
$$\frac{\text{Profit/loss for the year} * 100}{\text{Revenue}}$$
**Return on invested capital incl. goodwill (%)**
$$\frac{\text{Profit/loss for the year} * 100}{\text{Average invested capital incl. goodwill}}$$
**Turnover invested capital:**
$$\frac{\text{Revenue}}{\text{Avr. invested capital incl. GW}}$$
**Financial gearing :**
$$\frac{\text{Net interest-bearing debt}}{\text{Equity}}$$
**Return on equity (%):**
$$\frac{\text{Profit/loss for the year} * 100}{\text{Average equity}}$$
**Solvency ratio (%):**
$$\frac{\text{Equity} * 100}{\text{Total assets}}$$
**Revenue per employee:**
$$\frac{\text{Revenue}}{\text{Average number of employees}}$$

### 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 4 overall categories; Applications, 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 2023 as strong as revenue increased to DKK 600,101k compared to DKK 536,120k the year before, and gross profit increased to DKK 351,148k from DKK 312,168k.

### Profit/loss for the year in relation to expected developments

Compared to the expectation for 2023 both revenue and profit before tax is in line with outlook.

### Outlook

Management expects an increase in both revenue and profit in 2024 and is planning to further expand the presence in the Nordic hosting market via further growth. Revenue for 2024 is expected to end in the range between DKK 640m and DKK 660m with a profit before tax in the range between DKK 200m and DKK 215m.

The strong uplift in both revenue and profit is primarily coming from organic growth.

Financial performance in the first months of 2024 supports the outlook for the year, and management is satisfied with the development, both compared to historical periods and the budget.

### Knowledge 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 are 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 having in mind that 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 comprises SaaS, including control panels, payment systems and internal systems developed to create more efficiency and simplified processes and also to sell solutions to customers, altogether to create a better customer experience. Development projects in progress amounts to DKK 3,020k as of 31 December 2023.

### **Statutory report on corporate social responsibility**

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

The group we are a part of serve more than 2,500,000 customers and have over 2,000 employees. In the Nordics, 250,000 customers are served, and 200 team members employed. This gives us 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 local society, we wish to be an active stakeholder who supports local businesses, organizations and entrepreneurs.

#### **Particular risks**

Management is not aware of anything of particular risk to the company's presence in the Danish SME hosting market and nor of any risk that impacts the growth plans for the coming years. All acquired companies have been carefully integrated into the existing platform and framework, and the migration is continuously being monitored and tracked.

In terms of our corporate social responsibility, we have identified some risks, both inside—out and outside-in, in the areas of climate and environment, employee,- and social relations, anti-corruption, and human rights.

#### **Climate and environment**

The IT industry is one of the biggest risks regarding CO2 emissions – a fact that we cannot and should not shy away from. Data centers use a substantial amount of energy, which means that by finding and investing in better equipment we can create enormous energy savings.

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.

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 tons of CO2 annually.

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.

We have already made numerous improvements to team.blue, which all help us setting a greener footprint on the environment. We are not done at all, but we are very well underway.

In 2023 we utilized Environmentally Friendly Electricity from Nordic hydropower plants and wind energy. This way we will be doing our part by helping setting focus on the need for sustainable energy.

When we use electricity from renewable energy sources, we make it more attractive to produce sustainable energy.

We received our certification of Environmentally Friendly Electricity purchased from our datacenter providers. Also, it is documented through guarantees of origin, the so-called RECS certificates.

We will continue to focus on this matter and work on our current initiatives in the coming financial year.

### **Climate and Environment: 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 leftover food they have by creating portion sized dinner boxes for our employees to take home.

In 2023 we continued our previous efforts with a sustained focus on food waste.

In 2024 we wish to continue with the priorities within Climate and Environment we have set in 2023.

### **Employee- and social relations**

Our employees are our most valuable assets.

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

Following are the ways that we mitigate the risks within employee- and social relations. We believe that education is an important part of our employees' 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.

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 are 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 employees' families on festive occasions when relevant and possible.

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

We have an internal employee handbook, wherein relevant subjects concerning employee- and social relations are described.

In 2023 we continued our previous efforts.

In 2024 we wish to continue with the priorities within employee- and social relations we have set in 2023.

### **Anti-bribery**

team.blue 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 has a zero tolerance in relation to corruption and bribery.

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

team.blue in Denmark has an anti-bribery policy at a local level specifying local standards, among other things, non-acceptable behaviors related to e.g. giving or receiving gifts and engaging with competitors, acceptable gifts and donations, and how to raise concerns internally. The work to create the group wide governance model has been started, and the anti-bribery procedures specifically will be formalized in writing. So far, the anti-bribery activities have been discussed verbally, and the required information has also been shared verbally. team.blue as a Group is fully aware of the need to create and maintain written procedures and is working closely together with Group functions to implement the procedures as fast as possible. The plan is to finalize the Group wide procedures during Q2 2024. Currently, the regional and local governance models still stand and will still apply but will fall under an overarching governance framework steered from team.blue HQ. This governance framework will entail an code of conduct addressing, among other things, anti-bribery and anti-fraud procedures, a governance charter, a delegation of authority and whistleblower policy. The governance charter was implemented in 2023, and the code of conduct is planned for Q2 2024 with implementation throughout 2024.

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 2023 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. team.blue has internal guidelines on how we work with Human Rights, which in their principles follow internationally acknowledge guidelines on human rights, and in addition these are to be formalized in Q2 2024.

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

team.blue strives to work with acknowledged suppliers that uphold a certain level of ethics to minimize risk of any breaches of human rights. When engaging new suppliers, we take our reservations and conduct due diligence screenings where needed.

In 2023 team.blue has not received any reports concerning breaches of human rights.

At team.blue we continuously improve and develop our organization, and in the course of 2024 and in the future, we aim to implement a group wide code of conduct that, among other things, will include a human rights policy.

Such group wide code of conduct will be implemented locally through internal available policies combined with eLearning or physical training where needed.

### **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.

### 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
- Sponsor for Skanderborg Culture Center
- Main sponsor for FC Skanderborg
- Coding Class for young students
- Continuous education of our employees
- Several health initiatives

### Statutory report on Data ethics policy

Data ethics are a high priority at team.blue, and we are committed through internal guidelines and policies. As an incorporated part of the normal business operations, we make sure this is reflected in our internal policies and procedures and is communicated clearly to all our employees.

At team.blue, we focus on the following to maintain our high priority on data ethics:

1. Ensure compliance with all relevant laws and regulations, such as privacy and security regulations like GDPR and NIS2
2. Maintaining strong data privacy policies and practices, including data collection, use, and access rights
3. Provide dedicated and skilled personnel to ensure a high level of security protection and preventive measures
4. Obtain annual information security certifications and annual audits of our security and privacy standards

We operationalize the policies through, for example, use of data from external sources to a limited extent in our daily course of operations. When a new use of data is required, local management will be involved if the new use is of significant impact for the provider of the data.

team.blue is following the development on this subject to make sure we comply with the current rules and regulations to ensure that data are handled in a compliant way.

### Statutory report on the underrepresented gender

The company 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 3 men and 1 female, who are the Group CRO, Country CEO, Country CFO and Country CTO. We have had a target of 20% females represented in the Board of Directors, which was achieved in 2022.

The Senior Management team of team.blue Denmark consists of 6 persons, 2 of them female. The goal for the company was to have a minimum of 20% females represented at the Senior Management level. This goal has been met in 2023 with the current structure in Senior Management.

	2023
<b>Board of directors</b>	
Number of board members	4
% of the underrepresented gender	25%
Target in %	n/a
Year for achievement of target	n/a
<b>Other management levels</b>	
Number	6
% of the underrepresented gender	33%
Target in %	n/a
Year for achievement of target	n/a

As laid out in the above table the company has an equal gender distribution within the Board of Directors and Other management levels. As we have an equal representation of the underrepresented gender in both the Board of Directors and on other management levels, we are exempted from setting targets and years of achievement for the targets.

Throughout the recent years, the company has been focusing on the mixture and representation of genders in the organization and the percentage of females in the organization currently is 16%, 3 of them holding managerial positions. When recruiting, we ensure that all job advertisements are neutral in regard to gender, and during our recruitment process we do not place emphasis on gender when inviting candidates to an 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.



# Consolidated income statement for 2023

	Notes	2023 DKK	2022 DKK
Revenue	1	600,100,859	536,120,067
Own work capitalised		12,820,950	13,589,615
Other operating income		2,167,297	119,148
Cost of sales		(197,474,674)	(170,756,274)
Other external expenses	2	(66,525,502)	(66,952,662)
<b>Gross profit/loss</b>		<b>351,088,930</b>	<b>312,119,894</b>
Staff costs	3	(108,292,897)	(100,502,021)
Depreciation, amortisation and impairment losses	4	(151,716,351)	(150,240,003)
<b>Operating profit/loss</b>		<b>91,079,682</b>	<b>61,377,870</b>
Other financial income	5	2,165,669	1,630,925
Other financial expenses	6	(13,293,192)	(15,130,077)
<b>Profit/loss before tax</b>		<b>79,952,159</b>	<b>47,878,718</b>
Tax on profit/loss for the year	7	(39,140,652)	(31,471,855)
<b>Profit/loss for the year</b>	8	<b>40,811,507</b>	<b>16,406,863</b>

# Consolidated balance sheet at 31.12.2023

## Assets

	Notes	2023 DKK	2022 DKK
Completed development projects	10	20,336,260	20,153,408
Acquired intangible assets		137,277	641,879
Goodwill		268,648,748	355,669,438
Development projects in progress	10	3,020,034	3,683,308
<b>Intangible assets</b>	9	<b>292,142,319</b>	<b>380,148,033</b>
Other fixtures and fittings, tools and equipment		86,314,628	78,414,698
Leasehold improvements		736,614	2,071,671
<b>Property, plant and equipment</b>	11	<b>87,051,242</b>	<b>80,486,369</b>
Other investments		10,000	10,000
Deposits		2,410,746	2,434,752
<b>Financial assets</b>	12	<b>2,420,746</b>	<b>2,444,752</b>
<b>Fixed assets</b>		<b>381,614,307</b>	<b>463,079,154</b>
Trade receivables		51,212,101	39,785,402
Deferred tax	13	1,741,033	2,126,408
Other receivables		1,891,468	1,451,288
Prepayments	14	25,462,949	10,953,563
<b>Receivables</b>		<b>80,307,551</b>	<b>54,316,661</b>
<b>Cash</b>		<b>30,401,072</b>	<b>27,944,975</b>
<b>Current assets</b>		<b>110,708,623</b>	<b>82,261,636</b>
<b>Assets</b>		<b>492,322,930</b>	<b>545,340,790</b>

**Equity and liabilities**

	<b>Notes</b>	<b>2023</b> <b>DKK</b>	<b>2022</b> <b>DKK</b>
Contributed capital		55,000	55,000
Retained earnings		155,876,736	115,065,229
<b>Equity</b>		<b>155,931,736</b>	<b>115,120,229</b>
Lease liabilities		9,892,554	16,527,385
Other payables		8,931,638	8,629,601
<b>Non-current liabilities other than provisions</b>	<b>15</b>	<b>18,824,192</b>	<b>25,156,986</b>
Current portion of non-current liabilities other than provisions	15	4,720,888	14,736,251
Bank loans		0	70
Trade payables		80,117,388	48,228,991
Payables to group enterprises		65,331,848	188,991,196
Tax payable		38,755,178	35,203,708
Other payables	16	15,325,403	12,424,974
Deferred income	17	113,316,297	105,478,385
<b>Current liabilities other than provisions</b>		<b>317,567,002</b>	<b>405,063,575</b>
<b>Liabilities other than provisions</b>		<b>336,391,194</b>	<b>430,220,561</b>
<b>Equity and liabilities</b>		<b>492,322,930</b>	<b>545,340,790</b>
Unrecognised rental and lease commitments	19		
Contingent liabilities	20		
Assets charged and collateral	21		
Transactions with related parties	22		
Group relations	23		
Subsidiaries	24		

# Consolidated statement of changes in equity for 2023

	Contributed capital DKK	Retained earnings DKK	Total DKK
Equity beginning of year	55,000	115,065,229	115,120,229
Profit/loss for the year	0	40,811,507	40,811,507
<b>Equity end of year</b>	<b>55,000</b>	<b>155,876,736</b>	<b>155,931,736</b>

# Consolidated cash flow statement for 2023

	Notes	2023 DKK	2022 DKK
Operating profit/loss		91,079,682	61,377,870
Amortisation, depreciation and impairment losses		151,638,088	150,120,855
Working capital changes	18	16,250,515	14,207,748
<b>Cash flow from ordinary operating activities</b>		<b>258,968,285</b>	<b>225,706,473</b>
Financial income received		2,165,669	1,630,925
Financial expenses paid		(13,293,193)	(15,130,076)
Taxes refunded/(paid)		(35,203,808)	(30,565,086)
<b>Cash flows from operating activities</b>		<b>212,636,953</b>	<b>181,642,236</b>
Acquisition etc. of intangible assets		(14,556,471)	(15,806,470)
Acquisition etc. of property, plant and equipment		(55,719,077)	(56,123,505)
Sale of property, plant and equipment		78,264	119,148
Sale of fixed asset investments		24,006	0
<b>Cash flows from investing activities</b>		<b>(70,173,278)</b>	<b>(71,810,827)</b>
<b>Free cash flows generated from operations and investments before financing</b>		<b>142,463,675</b>	<b>109,831,409</b>
Loans raised		158,002	0
Incurrence of lease obligations		0	16,580,855
Reductions of lease commitments		(16,506,233)	(15,926,730)
Instalments on loans etc.		(123,659,347)	(131,168,273)
<b>Cash flows from financing activities</b>		<b>(140,007,578)</b>	<b>(130,514,148)</b>
<b>Increase/decrease in cash and cash equivalents</b>		<b>2,456,097</b>	<b>(20,682,739)</b>
Cash and cash equivalents beginning of year		27,944,975	48,627,714
<b>Cash and cash equivalents end of year</b>		<b>30,401,072</b>	<b>27,944,975</b>

Cash and cash equivalents at year-end are composed of:

Cash	30,401,072	27,944,975
<b>Cash and cash equivalents end of year</b>	<b>30,401,072</b>	<b>27,944,975</b>

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# Notes to consolidated financial statements

## 1 Revenue

	<b>2023</b>	<b>2022</b>
	<b>DKK</b>	<b>DKK</b>
Nordic	572,484,414	521,607,582
Europe	19,785,359	7,095,243
Other	7,831,086	7,417,242
<b>Total revenue by geographical market</b>	<b>600,100,859</b>	<b>536,120,067</b>

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.

## 2 Fees to the auditor appointed by the Annual General Meeting

	<b>2023</b>	<b>2022</b>
	<b>DKK</b>	<b>DKK</b>
Statutory audit services	320,000	330,000
Tax services	59,000	88,575
Other services	772,927	692,074
	<b>1,151,927</b>	<b>1,110,649</b>

## 3 Staff costs

	<b>2023</b>	<b>2022</b>
	<b>DKK</b>	<b>DKK</b>
Wages and salaries	93,810,069	87,574,192
Pension costs	12,342,168	11,128,326
Other social security costs	2,082,925	1,745,742
Other staff costs	57,735	53,761
	<b>108,292,897</b>	<b>100,502,021</b>
Average number of full-time employees	<b>197</b>	<b>187</b>

Remuneration of management (Executive Board) 2023, 3.292 t.DKK. (2022: 4.576 t.DKK)

**4 Depreciation, amortisation and impairment losses**

	<b>2023</b>	<b>2022</b>
	<b>DKK</b>	<b>DKK</b>
Amortisation of intangible assets	102,562,147	104,997,940
Depreciation on property, plant and equipment	49,154,204	45,242,063
	<b>151,716,351</b>	<b>150,240,003</b>

**5 Other financial income**

	<b>2023</b>	<b>2022</b>
	<b>DKK</b>	<b>DKK</b>
Financial income from group enterprises	0	664,080
Other financial income	2,165,669	966,845
	<b>2,165,669</b>	<b>1,630,925</b>

**6 Other financial expenses**

	<b>2023</b>	<b>2022</b>
	<b>DKK</b>	<b>DKK</b>
Financial expenses from group enterprises	7,079,023	10,068,024
Other interest expenses	30,494	313,744
Other financial expenses	6,183,675	4,748,309
	<b>13,293,192</b>	<b>15,130,077</b>

**7 Tax on profit/loss for the year**

	<b>2023</b>	<b>2022</b>
	<b>DKK</b>	<b>DKK</b>
Current tax	38,755,278	33,229,558
Change in deferred tax	385,374	(1,757,703)
	<b>39,140,652</b>	<b>31,471,855</b>

**8 Proposed distribution of profit/loss**

	<b>2023</b>	<b>2022</b>
	<b>DKK</b>	<b>DKK</b>
Retained earnings	40,811,507	16,406,863
	<b>40,811,507</b>	<b>16,406,863</b>



## 9 Intangible assets

	<b>Completed development projects DKK</b>	<b>Acquired intangible assets DKK</b>	<b>Goodwill DKK</b>	<b>Development projects in progress DKK</b>
Cost beginning of year	126,092,217	10,703,900	871,111,812	3,683,308
Transfers	3,683,308	0	0	(3,683,308)
Additions	11,536,437	0	0	3,020,034
<b>Cost end of year</b>	<b>141,311,962</b>	<b>10,703,900</b>	<b>871,111,812</b>	<b>3,020,034</b>
Amortisation and impairment losses beginning of year	(105,938,809)	(10,062,021)	(515,442,374)	0
Amortisation for the year	(15,036,893)	(504,602)	(87,020,690)	0
<b>Amortisation and impairment losses end of year</b>	<b>(120,975,702)</b>	<b>(10,566,623)</b>	<b>(602,463,064)</b>	<b>0</b>
<b>Carrying amount end of year</b>	<b>20,336,260</b>	<b>137,277</b>	<b>268,648,748</b>	<b>3,020,034</b>

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.

## 10 Development projects

Development projects in progress amounts to t.dkk. 3.020 as of 31 December 2023 and is to be finalized in Q1 2024.

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 projects where the individual projects are identifiable 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.

## 11 Property, plant and equipment

	<b>Other fixtures and fittings, tools and equipment DKK</b>	<b>Leasehold improvements DKK</b>
Cost beginning of year	221,819,276	7,343,559
Additions	55,657,735	61,342
<b>Cost end of year</b>	<b>277,477,011</b>	<b>7,404,901</b>
Depreciation and impairment losses beginning of year	(143,404,578)	(5,271,888)
Depreciation for the year	(47,757,805)	(1,396,399)
<b>Depreciation and impairment losses end of year</b>	<b>(191,162,383)</b>	<b>(6,668,287)</b>
<b>Carrying amount end of year</b>	<b>86,314,628</b>	<b>736,614</b>
Recognised assets not owned by Entity	12,408,925	0

## 12 Financial assets

	<b>Other investments DKK</b>	<b>Deposits DKK</b>
Cost beginning of year	10,000	2,434,752
Additions	0	31,094
Disposals	0	(55,100)
<b>Cost end of year</b>	<b>10,000</b>	<b>2,410,746</b>
<b>Carrying amount end of year</b>	<b>10,000</b>	<b>2,410,746</b>

## 13 Deferred tax

	<b>2023 DKK</b>	<b>2022 DKK</b>
Intangible assets	4,445,425	4,302,861
Property, plant and equipment	(6,101,761)	(6,538,093)
Fixed asset investments	(495,436)	(351,136)
Other deductible temporary differences	410,739	459,960
<b>Deferred tax</b>	<b>(1,741,033)</b>	<b>(2,126,408)</b>

	<b>2023 DKK</b>	<b>2022 DKK</b>
<b>Changes during the year</b>		
Beginning of year	(2,126,408)	(368,705)
Recognised in the income statement	385,375	(1,757,703)
<b>End of year</b>	<b>(1,741,033)</b>	<b>(2,126,408)</b>

### Deferred tax assets

Deferred tax assets are recognized at the value at which they are expected to be realized, either by offsetting in deferred tax liabilities or by offsetting tax on future earnings.

#### 14 Prepayments

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

#### 15 Non-current liabilities other than provisions

	Due within 12 months 2023 DKK	Due within 12 months 2022 DKK	Due after more than 12 months 2023 DKK
Lease liabilities	4,720,888	14,736,251	9,892,554
Other payables	0	0	8,931,638
	<b>4,720,888</b>	<b>14,736,251</b>	<b>18,824,192</b>

No long-term liabilities beyond 5 years

#### 16 Other payables

	2023 DKK	2022 DKK
VAT and duties	5,455,076	6,576,848
Wages and salaries, personal income taxes, social security costs, etc. payable	9,051,945	5,169,039
Other costs payable	818,382	679,087
	<b>15,325,403</b>	<b>12,424,974</b>

#### 17 Deferred income

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

Deferred income are measured at cost

#### 18 Changes in working capital

	2023 DKK	2022 DKK
Increase/decrease in receivables	(26,376,225)	(654,547)
Increase/decrease in trade payables etc.	42,626,740	14,862,295
	<b>16,250,515</b>	<b>14,207,748</b>

#### 19 Unrecognised rental and lease commitments

	2023 DKK	2022 DKK
Total liabilities under rental or lease agreements until maturity	<b>43,297,277</b>	<b>40,917,711</b>

## 20 Contingent liabilities

The Parent and the Danish subsidiaries participate in a Danish joint taxation arrangement in which Combell Holding ApS serves as the administration company. According to the joint taxation provisions of the Danish Corporation Tax Act, the Parent and the Danish subsidiaries are therefore liable for income taxes etc. for the jointly taxed entities, and also for obligations, if any, relating to the withholding of tax on interest, royalties and dividends for the jointly taxed entities. The jointly taxed entities' total known net liability under the joint taxation arrangement is disclosed in the administration company's financial statements.

## 21 Assets charged and collateral

In team.blue Denmark A/S material Bank accounts are pledged to the benefit of Kroll Trustee Services Limited acting as security agent.

## 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.

## 23 Group relations

Related parties with a controlling interest:

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

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

Combella 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 (mother)

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

## 24 Subsidiaries

	Registered in	Corporate form	Ownership %	Equity DKK	Profit/loss DKK
team.blue Denmark A/S	Skanderborg	A/S	100.00	288,807,617	140,128,834

# Parent income statement for 2023

	Notes	2023 DKK	2022 DKK
Other external expenses		(58,750)	(47,070)
<b>Gross profit/loss</b>		<b>(58,750)</b>	<b>(47,070)</b>
Income from investments in group enterprises		56,156,084	33,116,947
Other financial income	1	41,413	664,080
Other financial expenses	2	(16,686,298)	(19,518,657)
<b>Profit/loss before tax</b>		<b>39,452,449</b>	<b>14,215,300</b>
Tax on profit/loss for the year	3	1,359,058	2,191,564
<b>Profit/loss for the year</b>	4	<b>40,811,507</b>	<b>16,406,864</b>

# Parent balance sheet at 31.12.2023

## Assets

	Notes	2023 DKK	2022 DKK
Investments in group enterprises		547,255,230	591,099,145
<b>Financial assets</b>	5	<b>547,255,230</b>	<b>591,099,145</b>
<b>Fixed assets</b>		<b>547,255,230</b>	<b>591,099,145</b>
Joint taxation contribution receivable		1,359,058	2,191,563
<b>Receivables</b>		<b>1,359,058</b>	<b>2,191,563</b>
<b>Cash</b>		<b>3,265,026</b>	<b>6,281,698</b>
<b>Current assets</b>		<b>4,624,084</b>	<b>8,473,261</b>
<b>Assets</b>		<b>551,879,314</b>	<b>599,572,406</b>

**Equity and liabilities**

	<b>Notes</b>	<b>2023 DKK</b>	<b>2022 DKK</b>
Contributed capital		55,000	55,000
Retained earnings		155,876,737	115,065,230
<b>Equity</b>		<b>155,931,737</b>	<b>115,120,230</b>
Trade payables		48,672	51,274
Payables to group enterprises	6	395,898,905	484,400,902
<b>Current liabilities other than provisions</b>		<b>395,947,577</b>	<b>484,452,176</b>
<b>Liabilities other than provisions</b>		<b>395,947,577</b>	<b>484,452,176</b>
<b>Equity and liabilities</b>		<b>551,879,314</b>	<b>599,572,406</b>
Contingent liabilities	7		
Assets charged and collateral	8		
Related parties with controlling interest	9		
Transactions with related parties	10		

# Parent statement of changes in equity for 2023

	Contributed capital DKK	Retained earnings DKK	Total DKK
Equity beginning of year	55,000	115,065,230	115,120,230
Profit/loss for the year	0	40,811,507	40,811,507
<b>Equity end of year</b>	<b>55,000</b>	<b>155,876,737</b>	<b>155,931,737</b>



# Notes to parent financial statements

## 1 Other financial income

	2023	2022
	DKK	DKK
Financial income from group enterprises	0	664,080
Other interest income	41,413	0
	<b>41,413</b>	<b>664,080</b>

## 2 Other financial expenses

	2023	2022
	DKK	DKK
Financial expenses from group enterprises	15,959,121	18,910,038
Other interest expenses	30,494	608,619
Exchange rate adjustments	(2)	0
Other financial expenses	696,685	0
	<b>16,686,298</b>	<b>19,518,657</b>

## 3 Tax on profit/loss for the year

	2023	2022
	DKK	DKK
Current tax	(1,359,058)	(2,191,564)
	<b>(1,359,058)</b>	<b>(2,191,564)</b>

## 4 Proposed distribution of profit and loss

	2023	2022
	DKK	DKK
Retained earnings	40,811,507	16,406,864
	<b>40,811,507</b>	<b>16,406,864</b>

## 5 Financial assets

	<b>Investments in group enterprises DKK</b>
Cost beginning of year	839,310,684
<b>Cost end of year</b>	<b>839,310,684</b>
Revaluations beginning of year	(248,211,539)
Amortisation of goodwill	(83,972,747)
Share of profit/loss for the year	140,128,832
Dividend	(100,000,000)
<b>Revaluations end of year</b>	<b>(292,055,454)</b>
<b>Carrying amount end of year</b>	<b>547,255,230</b>

A specification of investments in subsidiaries is evident from the notes to the consolidated financial statements.

Goodwill included in carrying amount, T.DKK 258,448

## 6 Payables to group enterprises

In 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.

## 7 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.

## 8 Assets charged and collateral

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 team.blue Denmark A/S' obligations under any leasing agreement with Dell Bank International D.A.C. The guarantee is limited to T.DKK 2.500

## 9 Related parties with controlling interest

Combelle N.V., Skaldenstraat 121, 9042 Gent, Belgium (mother)  
 Combelle Holding ApS, Højvangen 4, 8660 Skanderborg, Denmark (mother)  
 Combelle 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 (mother)

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

### **10 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).

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

## 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. 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 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.

### Foreign currency translation

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

### Income statement

#### 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.

#### Own work capitalised

Own work capitalised comprises staff costs incurred in the financial year and recognised in cost for proprietary intangible assets and property, plant and equipment.

#### Other operating income

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

#### Cost of sales

Costs of 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, amortisation 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.

#### Income from investments in group enterprises

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

#### Other financial income

Other financial income comprises 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.

### **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 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).

## **Balance sheet**

### **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.

### **Intellectual property rights etc.**

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

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.

Intellectual property rights acquired are measured at cost less accumulated amortisation. Patents are amortised on a straight-line basis over their remaining duration, and licences are amortised on a straight-line basis over the

term of the agreement.

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

### **Property, plant and equipment**

Other fixtures and fittings, tools and equipment 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:

	<b>Useful life</b>
Other fixtures and fittings, tools and equipment	3-5
Leasehold improvements	3-5

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 in the parent financial statements according to the equity method. This means that investments are measured at the pro rata share of the enterprises' equity value plus 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 will involve a loss, a provision is recognised that is measured at present value of the costs necessary to settle the obligations at the balance sheet date.

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 the reserve for net revaluation according to the equity method in 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.

#### **Other investments**

Other investments comprise unlisted equity investments measured at the lower of cost and net realisable value.

#### **Receivables**

Receivables are measured at amortised cost, usually equalling nominal value, less writedowns 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 recognised in the balance sheet at their estimated realisable value, either as a set-off against deferred tax liabilities or as net tax assets.

#### **Joint taxation contributions payable or receivable**

Current joint taxation contributions payable or receivable are recognised in the balance sheet, stated as tax computed on this year's taxable income, adjusted for prepaid tax. For tax losses, joint taxation contributions receivable are only recognised if such losses are expected to be used under the joint taxation arrangement.

#### **Prepayments**

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

#### **Cash**

Cash comprises bank deposits.

#### **Lease liabilities**

Lease liabilities relating to assets held under finance leases are recognised 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 liabilities are measured at amortised cost. The difference between present value and nominal amount of the lease payments is recognised in the income statement as a financial expense over the term of the leases.

#### **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.

#### **Tax payable or receivable**

Current tax payable or receivable is recognised in the balance sheet, stated as tax computed on this year's



taxable income, adjusted for prepaid tax.

**Deferred income**

Deferred income comprises income received 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, and 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 financial income, financial expenses and income tax 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.