P - ProData 2018 A/S

c/o Polaris Management A/S

Malmøgade 3, DK-2100 København Ø

Business registration no. 39 63 83 04

Annual report 2019

Approved at the Company's annual general meeting on 26 August 2020

Chairman:

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Allan Bach Pedersen

Building a better
working world

Contents

Statement by Management on the annual report

The Board of Directors and the Executive Board have today discussed and approved the annual report of P - ProData 2018 A/S for the financial year 1 January - 31 December 2019.

The annual report has been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2019 and of the results of their operations and consolidated cash flows for the financial year 1 January – 31 December 2019.

Further, in our opinion, the Management's review gives a fair review of the development in the Group's and the Parent Company's operations and financial matters, the results for the year and the Group's and the Parent Company's financial position.

We recommend that the annual report be approved at the annual general meeting.

Copenhagen, 26 August 2020
Executive Board:

Henrik Bonnerup

Board of Directors:

Allan Bach Pedersen Chairman	Henrik Bonnerup	Jan Johan Kühl

Independent auditor's report

To the shareholders of P - ProData 2018 A/S

Opinion

We have audited the consolidated financial statements and the parent company financial statements of P - ProData 2018 A/S for the financial year 1 January – 31 December 2019, which comprise income statement, balance sheet, statement of changes in equity and notes, including accounting policies, for both the Group and the Parent Company, and a consolidated cash flow statement. The consolidated financial statements and the parent company financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2019 and of the results of the Group's and the Parent Company's operations as well as the consolidated cash flows for the financial year 1 January – 31 December 2019 in accordance with the Danish Financial Statements Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and 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 company financial statements" (hereinafter collectively referred to as "the financial statements") section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

Management's responsibilities for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

Independent auditor's report

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the note disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Obtain sufficient and 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's review

Management is responsible for the Management's review.

Our opinion on the financial statements does not cover the Management's review, and we do not express any form of assurance conclusion thereon.

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

Moreover, it is our responsibility to consider whether the Management's review provides the information required under the Danish Financial Statements Act.

Independent auditor's report

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

Copenhagen, 26 August 2020
EY Godkendt Revisionspartnerselskab
CVR no. 30 70 02 28

Jan C. Olsen State Authorised Public Accountant mne33717	Peter Andersen State Authorised Public Accountant mne34313

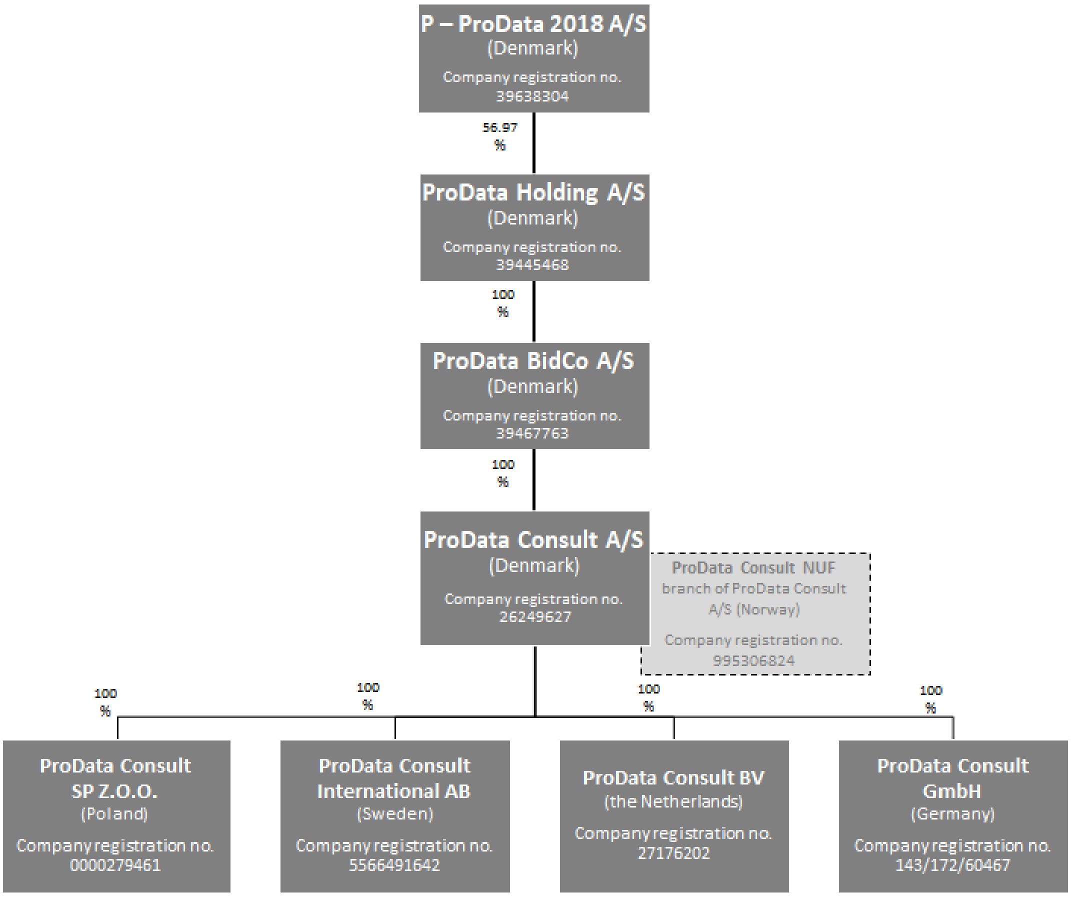
Management's review

Company details

Name	P - ProData 2018 A/S
Address	c/o Polaris Management A/S Malmøgade 3, DK-2100 København Ø
Business registration number (CVR)	39 63 83 04
Established	13 June 2018
Registered office	Copenhagen
Financial year	1 January – 31 December
Website	www.polarisequity.dk
Board of Directors	Allan Bach Pedersen, Chairman Henrik Bonnerup Jan Johan Kühl
Executive Board	Henrik Bonnerup
Auditors	EY Godkendt Revisionspartnerselskab Dirch Passers Allé 36, DK-2000 Frederiksberg

Management's review

Group chart



Management's review

Financial highlights for the Group

In DKK thousand	*2019	**2018
Key figures		
Revenue	1,022,310	343,197
Gross profit	147,427	38,181
Profit before depreciation, amortisation (EBITDA)	79,439	15,784
Profit from ordinary activities	25,999	-366
Loss from net financials	14,640	-4,269
Profit before tax	11,359	-4,635
Profit for the year	3,949	-7,985
Total assets	733,381	749,666
Amount relating to investments in items of property, plant and equipment	3,900	324
Equity	268,552	261,608
Cash flows from operating activities	64,079	-8,725
Cash flow from investing activities	-11,720	-435,851
Cash flows from financing activities	-62,956	482,165
Total cash flows	-10,597	37,589
Financial ratios		
Return on equity	1.5%	-6.1%
Gross margin	14.4%	13.8%
EBITDA margin	7.8%	4.6%
Profit margin	0.4%	-2.3%
Rate of return	3.5%	-0.1%
Equity ratio	36.6%	34.9%
Average number of full-time employees	141	118

Financial ratios are calculated as presented in the accounting policies.

* *The figures comprise the effect of the interpretation of IFRS 16 and IFRS 15, refer to note 1.*

** *The figures do not comprise the effect of the interpretation of IFRS 16 and IFRS 15.*

Management's review

P – ProData 2018 A/S (the Company) was founded on 13 June 2018. On 14 June 2018, the company acquired 100% of the shares in ProData Holding A/S.

On 30 March 2018 ProData Holding A/S founded ProData BidCo A/S as a 100% owned subsidiary. On 31 August 2018, ProData BidCo A/S acquired 100% of the shares in ProData Consult A/S. The ProData Consult A/S Group is consolidated into the Company's consolidated financial statements from this date.

ProData Consult A/S Group conducts activities within IT and related consultancy services.

ProData Consult A/S Group (the Group) is one of the largest suppliers of senior business, management and IT consultants within the Group's segment and region. The Group services a range of industries, including finance, IT, energy, telecom, media and transport in addition to the public sector, and has particularly strong presence and domain knowledge within the financial sector.

The Group is a consulting company characterised by high-end consultants, competitive pricing, flexibility, quick delivery, security and stability as well as the highest standards of IT and management competencies.

The Group's mission:

"To help clients with their business and IT needs by delivering uncompromising quality"

The Group offers a wide range of benefits and services, including:

- IT consulting
- Business and management consulting
- Nearshoring in Poland
- Vendor management services
- Managed services.

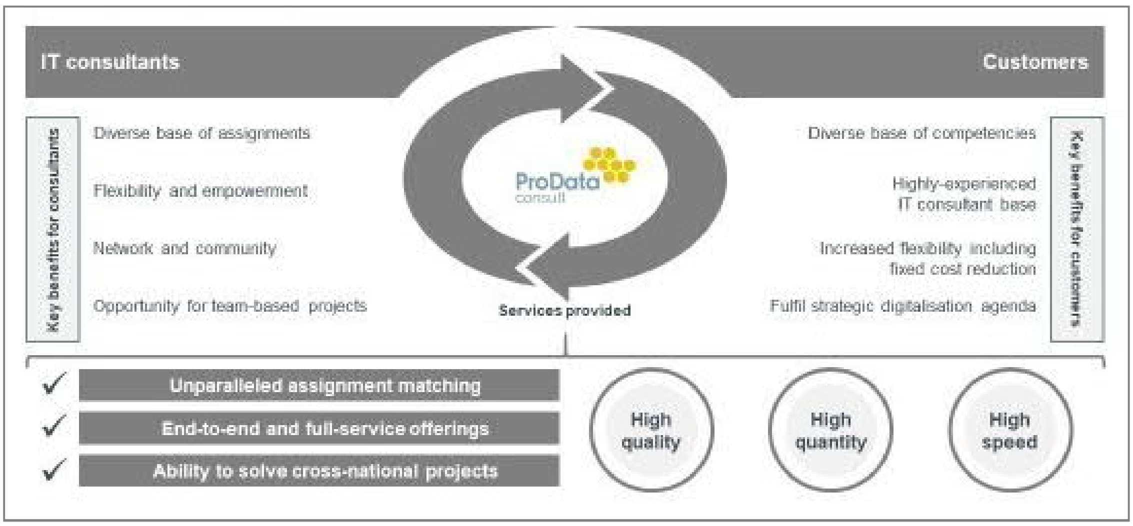
As one of the largest providers of on-site and nearshore time and material-based senior IT, business and management consultancy in Northern Europe, the core business of the Group is to help customers scale up with the exact expert resources needed at the exact time and at the exact location.

Presence

The Group is headquartered in Copenhagen, Denmark and has additional offices in Aarhus (Denmark), Aalborg (Denmark), Malmo (Sweden), Stockholm (Sweden), Oslo (Norway), Munich (Germany), Warsaw (Poland), Cracow (Poland), Lodz (Poland) and The Hague (the Netherlands).

Business model

The Group's extensive national and international network of senior business and IT consultants is what enables it to identify the right consultant for the job, matching the customer's needs.



Management's review

Strategy

In 2018, the Group partnered with Polaris, a leading Nordic private equity firm, to support the Group in building a strong platform and infrastructure capable of accelerating our growth ambitions. The overall strategy is to:

- maintain and strengthen the Group's market-leading position in Denmark within its core business, i.e. delivery of high-end business and IT consultancy services on a time and material basis
- establish a top position in one of its other current geographical markets
- become the market leader in delivering competitive high-end nearshoring services within the Group's main markets
- invest in, develop and strengthen the organisation, platforms and systems in all main areas in order to offer the best possible IT systems and platforms to consultants and customers.

Business review

In 2019, the group invested in laying the foundations for future organic and acquisitive growth. In this regard, management focused on the following initiatives:

Denmark

The Group invested substantially in specialized bidding management and solution-selling employees, a business intelligence specialist, and Group management functions.

New customer relationships with four OMX C25 companies and three financial institutions were established. Churn rate for major customers was 0.

Underlying customer portfolio growth in Denmark was +10%, adjusted for a decrease in one major account.

The Group saw strong continued growth in Nearshore-as-a-Service deliveries to the Danish market, with the addition of three new OMX C25 clients at our Nearshore Center in Warsaw.

Poland

Substantial investments have been made in the Polish organisation and the service platform to ensure that the Group can continue to keep pace with high growth rates and to offer customers one of the best and most professional (nearshore) offerings available. In 2019 the Group created a sustainable and scalable organizational, physical and technical set-up that can service customers of any size and that lives up to the highest possible requirements.

New nearshore customer relationships with six Scandinavian companies were established. Churn rate for major customers was 0. Realised growth in revenue for our nearshore services was 43% in local currency.

On the domestic Polish market, the Group won attractive tenders. Realised growth for local sales was 26% in local currency.

Sweden

The acquisition of Sourcing Network, the fastest-growing Stockholm-based tech and management consultancy, was closed in February 2020.

Taken in addition to the Group's existing business, this acquisition has established a strong market position for the Group in Sweden. Sourcing Network's revenue amounted to SEK 352 million in 2019 with a realised revenue growth of 32%

Two new Swedish customers were on-boarded at our nearshore center in Warsaw, and the Group sees an increasing demand for this service on the Swedish market.

Realised organic growth in Sweden was 5% in local currency.

Management's review

Norway

The Norwegian branch succeeded in growing organically by +40%in local currency.

In addition to growth in local on-site consultancy, several Norwegian customers were on-boarded at our Nearshore Center in Warsaw, and the Group continues to see high demand for this service on the Norwegian market.

Investments were made to strengthen the Norwegian operation, primarily to improve the ability to scale delivery.

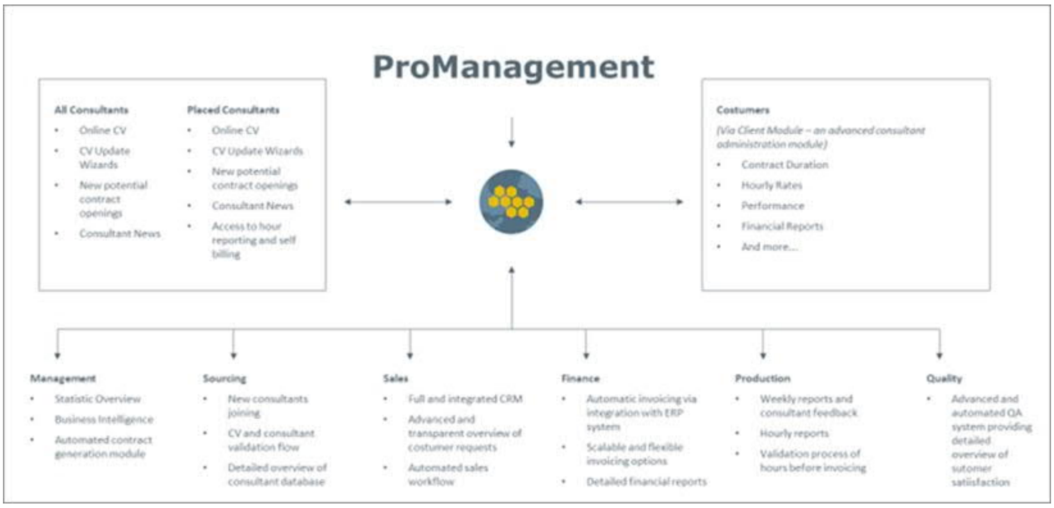
In January 2020 the Norwegian branch won one of the largest public RFP's in Norway, the Sykehusinnkjøp tender, which marked a breakthrough on the Norwegian market.

Digitization and data

The Group considers IT to be a key strategic lever. The Group's business model is supported by ProManagement, an industry-leading, differentiating and in-house built IT platform. The platform makes it possible for the company to scale its services fast and efficiently – and to make cross-border cooperation between group entities seamless and effective. The Group's ambition is to consistently provide the best IT platforms to all stakeholders, i.e. customers, consultants and employees of the Group.

In 2019 substantial investments were made in the Group's IT systems, and the following were launched:

- Updated consultant CV engine
- Automated marketing platform
- Scalable IT development and governance platform
- HR platform
- Cloud-enabled IT infrastructure
- Self-billing functionality rolled out to all subsidiaries



Management's review

In 2020 the Group will launch:

- New multi-vendor consultant procurement system for customers ("ProcureHub")
- Upgraded version 2.0 of our consultant App
- Upgraded version 2.5 of our popular consultant administration module for customers
- New and significantly updated consultant CV site
- A business intelligence platform

Compliance and certification

It is a priority for the Group to offer our customers the highest level of security and contingency as well as guaranteeing proper and ethical usage of stored data thus protecting both customers, consultants and the Group itself.

To this end, the Group has made significant investments in compliance processes and the certifications ISAE3000 (GDPR), ISO 9001 and ISAE3402 (Operations):

- The Group attained the official ISAE3000 (GDPR) declaration in March 2019.
- The Group attained ISO 9001 for the Dutch operation in September 2019.
- The group is working to attain an ISAE3402 (ISO 27001) declaration for nearshore services in Q1 2020.

Financial review

Group

The Group's revenue amounted to DKK 1,022.3 million (2018: DKK 343.2 million).

EBITDA amounted to DKK 79.4 million (2018: DKK 15.8 million) and EBIT was DKK 26.0 million (2018: DKK -0.4 million). Management considers the result satisfactory.

Total equity amounted to DKK 268.6 million (31 December 2018: DKK 261.6 million), and consolidated total assets to DKK 733.4 million (31 December 2018 DKK: 749.7 million).

In 2019, the Group implemented IFRS 16, which affected operating profit (EBITDA) by DKK +10.4 million, profit before tax by DKK -1.2 million, right-of-use assets by DKK +42.4 million and lease liabilities by DKK +43.6 million. Further details are described in note 1.

Parent

The Company's revenue amounted to DKK 0 million in 2019 (2018: DKK 0 million). EBITDA amounted to DKK -0.1 million (2018: DKK -9.1 million) and EBIT was DKK -0.1 million (2018: DKK -9.1 million). The Company's equity amounted to DKK 153.9 million per 31 December 2019 (31 December 2018: DKK 160.8 million). Besides the above, there are no other relevant issues regarding the parent company not mentioned in management's review for the Group.

Outlook

In 2020, the Group expects organic and acquisitive growth of over 25% in revenue and over 20% in EBITDA. There will be a continuous focus on the cost base in order to ensure the reasonable, carefully managed development of the Group.

Matters affecting the financial statements

There have been no unusual circumstances which should be referred to in relation to the accounts.

Branch abroad

ProData Consult NUF (branch of ProData Consult A/S), 1556 Son, Norway.

Management's review

Ownership and capital structure

ProData Consult A/S (the Company) is fully owned by ProData BidCo A/S. Polaris, a Nordic private equity firm, is the ultimate majority shareholder with approx. 57% The remaining shares are directly or indirectly owned by executive management, employees and the Board of Directors.

The following additional ultimate shareholders own more than 5%of the share capital:

- Rode Invest ApS, CVR no. 25 94 44 29
- Hammerskov Invest ApS, CVR no. 26 24 58 85.

The Company's equity consists of one class of shares, and the loan capital consists of bank debt provided by Danske Bank.

Management finds the current capital structure to be appropriate and to provide the necessary financial flexibility in the Group to support the strategy.

Polaris is a member of the Danish Venture and Private Equity Association (DVCA) and is in compliance with the DVCA guidelines. Please see www.dvca.dk. These guidelines, published in June 2015, recommend a thorough review, in particular with regard to corporate governance, financial risks, employee relations and strategy. As a private equity-owned company, the Group's practices and policies are in accordance with these recommendations.

Financial resources

At year end 2019, cash and non-utilised drawing facilities in credit institutions amounted to approx. DKK 85 million.

Risks

Market risks

The Group's services are primarily aimed at the banking, finance, IT, energy, telecom, media and transport industries as well as the public sector. Economic developments in these industries and the public sector may affect the financial results.

Currency risks

The Group is exposed to currency fluctuations, mainly from PLN, SEK, NOK and EUR. The combined risk is currently at a level at which hedging is not deemed financially viable.

Exchange rate fluctuations related to the translation of the result and intercompany balance of foreign subsidiaries at the balance sheet date constitute a risk. The Group does not hedge this type of risk.

Interest rate risks

The Group's senior debt (in ProData BidCo A/S) and credit lines in the Group are based on a floating interest rate, and in order to mitigate increases, the Group has entered into an agreement that caps the interest rate relating to 2/3 of the senior debt for the period until December 2021.

Credit risks

The Group's credit risks relate to trade receivables included in the balance sheet.

Employee risk

Having the right competencies with adequate experience is vital. Therefore, it is important that the Group continues to attract, retain and develop skilled employees. Failure to do so has the potential to negatively impact the expected development of the Group.

Management's review

Supplier risk

Having access to the right competencies with adequate experience is vital. Therefore, it is important that the Group continues to attract and retain the best knowledge resources. Failure to do so has the potential to negatively impact the expected development of the Group.

IT risk

The Group depends on information technology to manage critical business processes, such as sales, sourcing, administrative and financial functions. The Group uses IT systems for internal purposes and externally for its customers and consultants. Extensive disruption of IT systems could have a negative effect on the Group's operations.

Knowledge resources

The Group is constantly competing to attract and retain the best knowledge resources in the market for business and IT-related development, operations and management.

Despite the fierce competition, the Group is experiencing increases in the number of applicants with the necessary competencies.

Internally, the common IT platform ensures the combined knowledge of the Group's employees is shared and documented to the largest possible extent in the system. The Group's vulnerability to losses related to the individual knowledge of employees is therefore assessed as limited.

Statutory report on Corporate Social Responsibility

The scope of the Group's CSR commitment

The Group's commitment to corporate social responsibility is founded on respect for internationally recognised principles for sustainable development, human rights (including labour rights), the environment, business ethics and the UN Global Compact principles as expressed in the UNGPs/OECD Guidelines. This commitment is integrated into our strategy and business operations. The Group's participation in the UN Global Compact, the Group's Code of Conduct and the full UN Human Rights Declaration have a permanent page on the Group's websites.

The Group is committed to diversity with respect to gender and nationality; to zero tolerance of discrimination; to excellence in managing the right to privacy; to supporting environmentally sustainable practices; to reducing our adverse environmental impacts by using environmentally friendly services, solutions and technologies; and to zero tolerance of any form of bribery, corruption or fraud.

The Group has been a member of the UN Global Compact initiative since 2014. The UN Global Compact is the world's largest initiative within corporate social responsibility (CSR). This international initiative was launched by the UN in order to engage private companies in solving the social and environmental challenges arising from globalisation. Global Compact makes it possible for companies all over the world to take an active part in solving these challenges.

As a member the Group reports annually on its progress in implementing the 10 principles of the UN Global Compact in the areas of human rights, labour rights, environment and anti-corruption. To ensure transparency, the report is published on the UN Global Compact website. As an official member of the UN Global Compact Initiative, the Group sends a signal to all of our stakeholders that we endorse and are working to contribute to the implementation of the Global Compact initiative.

In 2019, the Group updated its Group CSR Strategy (including its CSR commitment, which was approved by management and the Board of Directors). A Group CSR impact assessment (risk assessment) was performed, and measures to manage adverse impacts have been implemented. In addition, the Group has pledged to conduct regular impact assessments to identify actual and potential adverse impacts from our business practices and severe impacts in our value chain. The Group will also address risks related to changes in our product range, operating contexts or new business relationships. The Group will communicate the findings of our assessments to relevant stakeholders. The Group expects that regular assessments and transparent communication will help anchor our commitment to CSR throughout our company.

Management's review

In the event that the Group causes or contributes to actual adverse impacts, the Group is committed to providing access to remedy or to contact the appropriate authorities as necessary.

Human rights

While operating a company with continuous profitable growth, the Group is also committed to acting responsibly, with respect for human rights, the environment and business ethics. The Group respects the rule of law and complies with national regulations in all countries in which it operates, and expects the same from all of our employees and business partners.

The Group directly contributes to organisations that advocate and help to protect human rights, for example by making annual donations to Amnesty International and UNICEF. No further actions were taken in 2019. Risks related to violations of human rights are limited due to the Group's business model, policies and presence only in the EU. No violations of human rights were detected in 2019.

The Group has an explicit policy of not doing business with any clients who abuse human rights, and the Group regularly evaluates its clients to identify any possible violations of human rights. The Group expects all our business relationships (clients, suppliers and consultants) to align their operations with the UN's Guiding Principles for Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises (OECD Guidelines) as well. This means clients, suppliers and consultants must pledge to prevent or mitigate adverse impacts on human rights, the environment and business ethics (anti-corruption), and should address any actual adverse impacts that arise. The Group's expectations are further detailed in our Code of Conduct. In 2020, the Group will begin evaluating suppliers' codes of conduct.

Employees and business relationships

A human rights impact assessment has been conducted which describes planned and existing measures for managing adverse impacts (including grievance mechanisms). The Group has a formal policy for employee (human) rights, which is described in the Employee Handbook (staff manual). The policy outlines both internationally recognised human rights as well as the Group's Code of Conduct. Our employee satisfaction and workplace evaluation survey as well as our HR KPIs are important aspects of our procedures for following up on any adverse impacts.

The Group places a high priority on creating a healthy and attractive physical and psychological working environment that focuses on the well-being of its employees, including our policies on sickness absenteeism. The sickness absenteeism policy covers follow-up on employee workplace attendance and behaviour while also expressing the Group's compassionate interest in employees' well-being. The Group's sickness absence rate increased from 2018 to 2019, primarily due to a few cases of non-work-related long-term absence due to sickness.

The Group's employment policies include a Code of Conduct and a variety of initiatives to improve the working environment, health and staff retention. These include social arrangements and a pension scheme, as well as policies on diversity, drugs/alcohol, staff, smoking, seniors and health. No further actions were taken in 2019. The risk of work-related accidents is limited due to the Group's business model and policies. In 2019 no instances of forced, compulsory or child labour were detected. No cases of discrimination were detected, and no work injuries were reported.

According to our employee satisfaction survey for 2019, over 84% of our employees are either satisfied or very satisfied with the Group and would recommend us to job candidates. In 2020, the Group will focus on maintaining employee satisfaction at this high level by investing even more in our leadership quality and general employee education and training.

Diversity and equality

The Group's overall policy is to employ and promote the most qualified people, regardless of gender, and to give equal access to leadership positions to all qualified candidates, regardless of gender. The Group is committed to diversity and currently includes nine nationalities. The Group has 141 employees, of whom 57% are female and 43% male. The majority of Danish employees are located in the Group's headquarters in Copenhagen.

Management's review

Development in staff, no. of FTE	Denmark	Abroad	Group
Number of employees beginning of 2019	60	58	118
Recruited during 2019	13	35	48
Resigned during 2019	12	13	25
Number of employees by end of 2019	**61**	**80**	**141**

The proportion of women in leadership positions with personnel management responsibility for the entire group was 31.2% as of 1 January 2019. This rate had increased to 36.8% by the end of 2019. The Group will work to continue increasing the number of women in leadership positions. To facilitate this, at least one female applicant must be invited to all job interviews, assuming qualified female applicants are available. Since ProData Holding A/S only has a formally registered CEO, the Company falls under triviality limit for reporting on the gender balance in management on a company level. In 2019, two female executives joined the Board of Directors – bringing female representation from 0 to 33.3%

Through this policy and an ongoing focus on the development of employees at all levels of the organisation irrespective of age and gender, the Group will contribute to the training and development of potential female leaders. The goal of the Board of Directors and the Executive Board is to increase the percentage of female employees at all managerial levels, from the board itself to company department heads and team leaders.

Currently the gender split on the Board of Directors is 33% female and 67% male. The goal was to recruit one female board member by the end of 2019 to increase the female share to 20% This goal was reached. The goal for 2020 is to maintain the current gender split at a minimum.

The board will follow up on the implementation of this goal every year and will actively seek to recruit female candidates with relevant competencies and experience. Relevant knowledge and professional experience are key parameters when selecting new board members.

Anti-corruption

An anti-corruption impact assessment has been conducted – and preventive and mitigating measures have been implemented. The Group has an anti-corruption and anti-bribery policy in all affiliates and countries: corruption/bribery practices are not accepted in any shape or form. The policy includes rules and guidelines on issues such as giving and receiving gifts and whistleblowing. The Group expects the same high standards from all of our stakeholders. Risks related to potential corruption and bribery are limited due to the Group's business model, its policies and presence only in the EU. No incidents of corruption were detected, and management are not aware of any violation of the policy.

Whistleblowing

A central whistleblowing policy is in place under which all employees can anonymously report situations, incidents or circumstances that appear inappropriate or in violation of the Group's guidelines. No incidents were detected, and the Board of Directors are not aware of any violation of the policy.

Environment and climate

Adverse impacts on the climate and environment have been assessed, and actions have been initiated. The Group has a formal climate and environmental policy. The Group encourages employees to reduce energy consumption and to avoid other actions that may impact the climate or environment negatively.

The Group has started inventorying carbon emissions (Scope 1 and 2 – Scope 3 planned for 2021) – and actions have been initiated in order to reduce the carbon footprint of its operations.

The Group has a digital contract system, which means the contract flow is 100% paperless. Internally, the Group recycles all paper. The Group's major vendors are certified CO^2-neutral. The Group encourages reduced printing and encourages recipients not to print outgoing mails. Finally, the Group has invested in meeting and communication technologies to minimise traveling. Risks related to the environment and climate are limited due to the Group's business model, policies and actions.

Management's review

Charity

In 2019 financial support was given to:

- UN Global Compact
- UNICEF
- Transparency International
- Danish Cancer Society
- Danish Multiple Sclerosis Association

No other organisations were supported in 2019.

The Board of Directors and the Executive Board work constantly to ensure that appropriate and sufficient control systems are in place, managed by a robust management team structure. The Board of Directors and the Executive Board have a number of duties that are defined by the Companies Act, the Danish Financial Statements Act and the Articles of Association and Rules of Procedure for the Board of Directors, among other regulations and policies. On this basis, the necessary internal procedures are continually being developed, refined and maintained to ensure active, reliable and profitable management of the Group.

The Board of Directors ensure that the Executive Board complies with the approved objectives, strategies, business procedures and rules of procedure for the Executive Board. The information presented to the Board of Directors is provided systematically before and during meetings as well as in written and oral reports. The topics of these reports include market development and the Group's development and profitability. The Board of Directors and the executive management have overall responsibility for risk management and internal controls related to financial reporting.

The Board of Directors of the Company meet at least four times a year. Furthermore, information about the Company and the Group's results and financial position is shared with the Board of Directors on a regular basis (monthly). If relevant, extraordinary meetings are held. In addition, the Board of Directors appoint committees for special tasks. A Chairman Committee has been set up that meets with management on a regular basis.

The Board of Directors is comprised of the following members:

Chairman:	Agner Nørgaard Mark (Appointed in August 2018, representing Polaris Private Equity IV K/S)
Members:	Rune Lillie Gornitzka (Appointed in August 2018 representing Polaris Private Equity IV K/S) Anders Gratte (Appointed in August 2018 representing Polaris Private Equity IV K/S) Jens Kyhnæb (Appointed in May 2011 representing PDC Holding 2018 A/S) Susann J. K. Selenius-Larsson (Appointed in August 2019 representing Polaris Private Equity IV K/S) Bente Overgaard (Appointed in August 2019 representing Polaris Private Equity IV K/S)

The Executive Board is comprised of the following member:

CEO:	Søren Nordal Rode (Appointed in March 2009)

The Board of Directors and the Executive Board are the ultimate owners of approx. 15%of the shares.

Audit and Risk Committee

The Audit and Risk Committee was established in December 2019 and consists of the Board of Directors. The Audit and Risk Committee is to meet at least twice a year (one meeting held in 2019). Furthermore, information will be shared with the Audit and Risk Committee on a regular basis. If relevant, extraordinary meetings will be held.

Remuneration to management and the Board of Directors

To attract and retain the Group's management competencies, the remuneration of management, senior employees and the Board of Directors is based on tasks, value creation and conditions in comparable companies. An incentive programme has been implemented in the form of bonus schemes and share and warrant-based incentive programmes.

Management's review

Other positions of the members of the Board of Directors and the Executive Board:

Anders Gratte	
ProData Holding A/S	Board member
ProData BidCo A/S	Board member
ProData Consult A/S	Board member
Human IT-consulting Sverige AB	Board member
MIBA Invest AB	Board member
Projected Solutions Ltd	Executive Board
Close Comms Ltd	Executive Board
Bente Overgaard	
ProData BidCo A/S	Board member
ProData Consult A/S	Board member
SP Group A/S	Board member
Holberg Fenger Adm. A/S	Board member
Haslev Møbelsnedkeri A/S	Board member
Holberg Fenger Invest A/S	Board member
Holberg Fenger Holding A/S	Board member
MO af 1. juli 2018 A/S	Board member
Finansiel Stabilitet	Board member
HP Projekt og udvikling A/S	Board member
Indertoften A/S	Board member
Tømmerhandler Joh. Fogs Fond	Board member
Haslev Investment A/S	Chairman
Magnus Olesen A/S	Board member
Den danske naturfond	Board member
Overgaard Advisory ApS	Executive Board
Arbejdsmarkedets Erhvervssikring	Chairman
Domea.dk s.m.b.a.	Board member
Rune Lillie Gornitzka	
ProData Holding A/S	Board member
ProData BidCo A/S	Board member
ProData Consult A/S	Board member
Stella Invest ApS	Executive Board
Det Danske Madhus A/S	Board member
P-DDM Holding 2019 A/S	Board member
P-DDM 2014 A/S	Board member
DDM Holding 2 A/S	Board member
DDM Holding 1 A/S	Board member
SSG HoldCo A/S	Board member
SSG BidCo A/S	Board member
SSG Partners A/S	Board member
SSG Group A/S	Board member
SSG A/S	Board member
P - SSG 2019 A/S	Chairman

Agner Nørgaard Mark	
ProData Holding A/S	Chairman
ProData BidCo A/S	Chairman
ProData Consult A/S	Chairman
Schødt A/S	Board member
Maconi Consult ApS	Executive Board
Maconi Invest ApS	Executive Board
Jens Kyhnæb	
ProData BidCo A/S	Board member
ProData Consult A/S	Board member
JK Invest ApS	Executive Board
Kjærulf Pedersen Holding A/S	Chairman
Kjærulf Pedersen A/S	Chairman
Guldsmed Dirks Holding A/S	Board member
Guldsmed Dirks Frederiksberg A/S	Chairman
Guldsmed Dirks Rødovre A/S	Board member
PDC Holding Hvidovre A/S	Chairman
ProData Consult Holding II ApS	Executive Board
PDC Holding 2018 A/S	Chairman
TempX A/S	Board member
TempX A/S	Executive Board
Go Dogo ApS	Board member
Ejd. selskabet Valhøjs Allé 158 ApS	Board member
Protica BoligInvest Kbh - Rødovre II A/S	Board member
Susann J. K. Selenius-Larsson	
ProData BidCo A/S	Board member
ProData ConsultA/S	Board member
Prosus Consulting ApS	Executive Board
Søren Nordal Rode	
ProData Holding A/S	Executive Board
ProData BidCo A/S	Executive Board
ProData Consult A/S	Executive Board
Rode Invest ApS	Executive Board
PDC Holding Hvidovre A/S	Executive Board
PDC Holding Hvidovre A/S	Board member
PDC Holding 2018 A/S	Executive Board
PDC Holding 2018 A/S	Board member
ProData Consult B.V.	Management Board
ProData Consult International AB	Chairman
ProData Consult SP Z.O.O.	Management Board
ProData Consult A/S	Chairman

Research and development activities

Development of the IT platforms and services is a key contributor to the continued positive development of the Group and to meeting customer and supplier needs and expectations. It is expected that the Group will continue to invest in development. The Group does not conduct research activities.

Subsequent events

Subsequent events are described in note 21 to the group financial statements.

Management's review

ESG key figures	Unit	2019	2018
Environment			
CO_2e, scope 2	Tons	439	376
CO_2e per m^2	Tons	0,056	0,064
Water consumption	m3	2.367	1.915
Water consumption per m^2	m3	0,304	0,326
Human capital, health and well-being			
Number of employees	FTE	141	118
Employee turnover	%	19	24
Employees who have left the group	FTE	25	30
– Voluntary resignation	FTE	14	-
– Redundancy	FTE	2	-
– Mutual agreement	FTE	6	-
– Retirement	FTE	3	-
Recruited employees	FTE	48	33
Work-related accidents	Number	0	0
Whistle blowers	Number	0	0
Sickness ratio	Days/FTE	4,2	2,9
Employee satisfaction	%	84	-
Gender split (female)	%	57	52
Average age	Years	38	40
Average seniority	Years	4,3	4,5
Nationality - Danish	Number	59	59
Nationality - non-Danish	Number	82	59
Customers			
Number of customers	Number	245	250
Customer satisfaction	%	82	81
Middle management			
Members	Number	13	11
Female	Number	7	5
Male	Number	6	6
Gender split (female)	%	54	45
Average age	Years	39	41
Average seniority	Years	3,3	3,3
Nationality - Danish	Number	4	4
Nationality - non-Danish	Number	9	7
Group management			
Members	Number	6	5
Female	Number	0	0
Male	Number	6	5
Gender split (female)	%	0	0
Average age	Years	50	48
Average seniority	Years	8,2	8,7
Nationality - Danish	Number	5	4
Nationality - non-Danish	Number	1	1
Board of directors			
Members	Number	6	4
Female	Number	2	0
Male	Number	4	4
Gender split (female)	%	33	0
Average age	Years	52	51
Average seniority	Years	2,2	2,1
Nationality - Danish	Number	4	3
Nationality - non-Danish	Number	2	1
Board meetings	Number	6	5
Attendance	%	100	100

For definitions, please see below.

Management's review

Key figure	ESG data, definitions
Environmental data	
CO_2e, Scope 2	Yearly sum of kWh from electricity and district heating/cooling per country, multiplied by a CO_2 conversion factor per country.
CO_2e per m^2	Average sum of square meters per year divided by total CO_2 emissions per year.
Water consumption	Gross sum of all water consumed.
Water consumption per m^2	Average sum of square meters per year divided by water consumption per year.
Human capital, health and well-being	
Number of employees	Sum of FTEs year end excluding pregnancy and maternity leave.
Members	Sum of FTEs year end with a position in middle or executive management.
Female	Sum of female FTEs year end.
Male	Sum of male FTEs year end.
Employee turnover	Sum of employees leaving the group yearly divided by the average number of employees in a year.
Employees who have left the group	Sum of employees leaving the group yearly categorised into voluntary resignation, redundancy, mutual agreement and retirement.
Recruited employees	Sum of employees recruited per year.
Work-related accidents	Sum of work-related accidents per year.
Whistle blowers	Sum of whistleblowers per year.
Sickness ratio	Sum of yearly absence days for all FTEs divided by the sum of maximum working days per FTE.
Employee satisfaction	Net promoter score from group well-being survey year end.
Gender split (female)	Female FTEs year end divided by total FTEs year end.
Average age	Sum of age per employee year end divided by sum of employees year end.
Average seniority	Sum of years employees (working for the group year end) have worked for the group year end divided by the sum of employees year end.
Nationality - Danish	Sum of FTEs with Danish nationality year end.
Nationality - non-Danish	Sum of FTEs with non-Danish nationality year end.
Customers	
Number of customers	Sum of individual customers invoiced per year.
Customer satisfaction	Weighted average of customer satisfaction survey scores from each country per year. (20%= poor, 40%= barely acceptable, 60%= satisfactory, 80%= very good, 100%= outstanding)
Governance data	
Members of the board	Sum of board members year end.
Female members of the board	Sum of female board members year end.
Male members of the board	Sum of male board members year end.
Gender split (board members)	Female board members year end divided by male board members year end.
Average age (board members)	Sum of age per board member year end divided by sum of board members year end.
Average seniority (board members)	Sum of years board members (year end) have been a member of the board year end divided by the sum of board members year end.
Nationality – Danish (board members)	Sum of board members with Danish nationality year end.
Nationality - non-Danish (board members)	Sum of board members with non-Danish nationality year end.
Board meetings	Sum of board meeting per year.
Attendance	Sum of board meetings that all board members have attended per year divided by sum of maximum board meetings that all board members could have attended per year.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Income statement

		Group		Parent Company	
Note	DKK'000	1/1 – 31/12 2019	13/6 – 31/12 2018	1/1 – 31/12 2019	13/6 – 31/12 2018
2	**Revenue**	1,022,310	343,197	0	0
	Cost of sales	-859,999	-289,640	0	0
	Other external expenses	-14,884	-15,376	-145	-9,065
	Gross profit/loss	147,427	38,181	-145	-9,065
3	Staff costs	-67,988	-22,397	0	0
	Operating profit/loss	79,439	15,784	-145	-9,065
	Depreciation, amortisation, impairment losses and write-downs of property, plant and equipment	-53,440	-16,150	0	0
	Profit/loss before net financials	25,999	-366	-145	-9,065
5	Income from equity investments in group entities	0	0	1,273	-171
6	Financial income	307	574	0	0
7	Financial expenses	-14,947	-4,843	-12	-17
	Profit/loss before tax	11,359	-4,635	1,116	-9,253
8	Tax on profit/loss for the year	-7,410	-3,350	17	11
	Profit/loss for the year	3,949	-7,985	1,133	-9,242
9	**Attributable to:**				
	Owners of P - ProData 2018 A/S	1,133	-9,242		
	Non-controlling interests	2,816	1,257		
		3,949	-7,985		

Consolidated financial statements and parent company financial statements 1 January – 31 December

Balance sheet

Note	DKK'000	Group 2019	Group 2018	Parent Company 2019	Parent Company 2018
	ASSETS				
	Non-current assets				
10	**Intangible assets**				
	Acquired rights	167	366	0	0
	Goodwill	296,684	312,476	0	0
	Brands	51,350	57,276	0	0
	Customer contracts	101,110	112,780	0	0
	Software	13,384	14,929	0	0
		462,695	497,827	0	0
11	**Property, plant and equipment**				
	Right-of-use assets	42,380	0	0	0
	Leasehold improvements	521	317	0	0
	Fixtures and fittings, plant and equipment	4,793	4,240	0	0
		47,694	4,557	0	0
	Other non-current assets				
12	Equity investments in subsidiaries	0	0	151,769	158,511
	Other securities and investments	308	0	0	0
13	Deposits	3,707	2,859	0	0
		4,015	2,859	151,769	158,511
	Total non-current assets	514,404	505,243	151,769	158,511
	Current assets				
	Receivables				
	Trade receivables	185,599	204,502	0	0
	Receivables from group entities	0	0	0	131
	Joint taxation receivables	2,227	0	28	0
17	Deferred tax	1,478	668	0	0
	Other receivables	370	630	0	0
14	Prepayments	2,311	1,034	0	0
		191,985	206,834	28	131
	Cash	26,992	37,589	2,165	2,429
	Total current assets	218,977	244,423	2,193	2,560
	TOTAL ASSETS	733,381	749,666	153,962	161,071

Consolidated financial statements and parent company financial statements 1 January – 31 December

Balance sheet

Note	DKK'000	Group 2019	Group 2018	Parent Company 2019	Parent Company 2018
	EQUITY AND LIABILITIES				
	Equity				
15	Share capital	2,189	2,189	2,189	2,189
	Reserve for net revaluation according to the equity method	0	0	0	415
	Retained earnings	151,710	158,592	151,710	158,177
	Equity holders' share of equity, P - ProData 2018 A/S	153,899	160,781	153,899	160,781
	Non-controlling interests	114,653	100,827	0	0
	Total equity	268,552	261,608	153,899	160,781
	Non-current liabilities				
	Lease liabilities	32,391	0	0	0
17	Deferred tax	38,250	535	0	0
16	Interest-bearing loans and borrowings	179,412	41,363	0	0
	Other payables	1,803	202,653	0	0
	Total non-current liabilities	251,856	244,551	0	0
	Current liabilities				
	Short-term portion of lease liabilities	11,189	0	0	0
16	Interest-bearing loans and borrowings	30,000	14,640	0	0
	Trade payables	150,802	2,577	63	170
	Payables to group entities	417	165,386	0	0
	Joint taxable payable	2,382	0	0	0
	Income taxes	1,960	912	0	120
	Other payables	14,040	59,992	0	0
	Deferred income	2,183	0	0	0
	Total current liabilities	212,973	243,507	63	290
	Total liabilities	464,829	488,058	63	290
	TOTAL LIABILITIES	733,381	749,666	153,962	161,071

1 Accounting policies
4 Fees paid to auditors appointed at the annual general meeting
18 Contingent liabilities
19 Related parties
20 Adjustments for the cash flow statement
21 Subsequent events

Consolidated financial statements and parent company financial statements 1 January – 31 December

Statement of changes in equity

	Group				
DKK'000	Share capital	Retained earnings	Equity held by the owners of capital in the Parent Company	Non-controlling interests	Total equity
Equity at 1 January 2019	2,189	158,592	160,781	100,827	261,608
Foreign exchange adjustments	0	132	132	145	277
Effect from capital increase	0	0	0	39,691	39,691
Adjustment from purchase of non-controlling interest	0	-16,783	-16,783	-17,217	-34,000
Changes in minority interest	0	8,636	8,636	-8,636	0
Purchase of shares for redemption	0	0	0	-2,973	-2,973
Appropriation of profit/loss	0	1,133	1,133	2,816	3,949
Equity at 31 December 2019	2,189	151,710	153,899	114,653	268,552

	Parent Company			
DKK'000	Share capital	Reserve for net revaluation according to the equity method	Retained earnings	Equity held by the owners of capital in the parent company
Equity at 1 January 2019	2,189	415	158,177	160,781
Capital increase	0	0	0	0
Share of other movements in equity in subsidiaries	0	0	-8,015	-8,015
Appropriation of profit/loss	0	-415	1,548	1,133
Equity at 31 December 2019	2,189	0	151,710	153,899

Consolidated financial statements and parent company financial statements 1 January – 31 December

Cash flow statement

Note	DKK'000	2019	2018
	Profit for the year	3,949	-7,985
20	Adjustments	75,932	23,174
	Cash generated from operations before changes in working capital	79,881	15,189
	Changes in working capital:		
	Receivables	17,886	-43,698
	Trade payables	-9,128	25,188
	Other payables relating to operating activities	-1,022	1,895
		87,617	-1,426
	Interest received	307	574
	Interest paid	-11,795	-4,373
	Interest paid on lease liabilities	-1,329	0
	Income taxes paid	-10,721	-3,500
	Cash flows from operating activities	64,079	-8,725
	Acquisition of business	-2,858	-434,277
	Acquisition of intangible assets	-5,577	-800
	Acquisition of property, plant and equipment	-3,900	-774
	Disposal of property, plant and equipment	615	0
	Cash flows from investing activities	-11,720	-435,851
	Loan financing:		
	Proceeds	0	225,000
	Repayment of lease liabilities	-9,037	0
	Changes in receivables and payables to/from intercompany	417	0
	Shareholders:		
	Loan costs paid	-8,000	-8,177
	Paid in share capital	43	500
	Earn out and interest	-43,406	0
	Capital increase	0	264,842
	Purchase of shares for redemption (non-controlling interests)	-2,973	0
	Cash flows from financing activities	-62,956	482,165
	Net cash flows	-10,597	37,589
	Cash and cash equivalents, beginning of year	37,589	0
	Cash and cash equivalents, year end	26,992	37,589

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 **Accounting policies**

The annual report of P - ProData 2018 A/S for 2019 has been prepared in accordance with the provisions in the Danish Financial Statements Act applying to large reporting class C entities.

All numbers in the annual report are presented in DKK thousands, unless otherwise stated.
In general, rounding will occur and cause variances in sums and percentages in the consolidated and parent company financial statements.

Beside the below, the financial statements have been prepared in accordance with the same accounting policies as last year.

Changes in accounting policies

Effective from 1 January 2019, the Group and the Parent Company has implemented the following interpretations under the Danish Financial Statements Act:

- IFRS 16 *Leases*
- IFRS 15 *Revenue from Contracts with Customers.*

Only IFRS 16 has affected recognition and measurement in the annual report materially.

Effect of IFRS 16

Effective from 1 January 2019, P - ProData 2018 A/S Group has implemented the interpretation of lease contracts in accordance with IFRS 16, using the modified retrospective transition method and has therefore not restated the comparative figures, which are still interpreted under the rules of IAS 17. The accounting policies of IAS 17 are presented separately if they deviate significantly from the accounting policies of IFRS 16.

As opposed to previously, the Group must now recognise all leases in the balance sheet, including operating leases, with a few exceptions. Consequently, a lease commitment measured at the present value of the future lease payments, see description below, must now be realised together with a corresponding leased asset adjusted for payments made to the lessor prior to the commencement of the lease and incentive payments received from the lessor. The Group has decided not to recognise costs directly related to the leased asset.

In accordance with the transitional provisions of IFRS 16, when implementing the standard, the Group has chosen:

- Not to recognise leases with a term of less than 12 months.
- Not to reassess whether a contract is or comprises a lease.
- To determine a discount rate on a portfolio of leases with similar characteristics.

When assessing the future lease payments, the Group reviewed its operating leases and identified the lease payments related to a lease component that are fixed or variable but change in line with changes in an index or an interest rate. The Group has chosen not to recognise payments related to service components as part of the lease commitment.

When assessing the expected lease term, the Group identified the non-cancellable lease term of the lease plus periods covered by an extension option that Management is reasonably likely to exercise and plus periods covered by a termination option that Management is reasonably unlikely to exercise. The period has been assessed to 2-4 years.

For leases on equipment, the Group has assessed that the expected lease term is the non-cancellable lease term in the leases, as the Group has not historically exercised the extension options in similar leases. The period has been set to 3 years.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

The leased assets are depreciated on a straight-line basis over the expected lease term, which is:

Operating equipment	3 years
Sale and administration properties	2-4 years

The implementation of IFRS 16 at 1 January 2019 has increased right-of-use assets for the Group with DKK 37,852 thousand and lease liabilities with DKK 37,852 thousand. The implementation has not had any effect on Equity as of 1 January 2019.

In profit and loss for the Group, the effects of IFRS 16 have decreased other external expenses with DKK 10,366 thousand, Depreciation and amortisation have increased with DKK 10,158 thousand and Financial expenses have increased with DKK 1,329 thousand at 31 December 2019.

In the cash flow statements for the Group, the effects of IFRS 16 have increased cash flows from financing activities with DKK 9,037 thousand and increased cash flows from operating activities with DKK 8,829 at 31 December 2019. During the year, there has been non-cash transactions regarding additions of right-of-use assets.

Effect of IFRS 15

P - ProData 2018 A/S has at 1 January 2019 implemented the interpretation of IFRS 15 by applying the full retrospective method. The implementation of IFRS 15 does not have a material effect on recognition and measurement effecting profit for the year, equity, assets and/or liabilities.

Consolidated financial statements

Control

The consolidated financial statements comprise the Parent Company P - ProData 2018 A/S and subsidiaries controlled by P - ProData 2018 A/S.

Control means the power to exercise decisive influence over a subsidiary's financial and operating decisions. Moreover, the possibility of yielding a return from the investment is required.

In assessing if the Parent Company controls an entity, de facto control is taken into consideration as well.

The existence of potential voting rights which may currently be exercised or converted into additional voting rights is considered when assessing if an entity may become empowered to exercise decisive influence over another entity's financial and operating decisions.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 **Accounting policies (continued)**

Preparation of consolidated financial statements

The consolidated financial statements have been prepared as a consolidation of the Parent Company's and the individual subsidiaries' financial statements, which are prepared according to the Group's accounting policies. On consolidation, intra-group income and expenses, shareholdings, intra-group balances and dividends, and realised and unrealised gains on intra-group transactions are eliminated. Unrealised losses are eliminated in the same way as unrealised gains unless they do not reflect impairment.

In the consolidated financial statements, the items of subsidiaries are recognised in full. Non-controlling interests' share of the profit/loss for the year and of the equity of subsidiaries which are not wholly-owned are included in the Group's profit/loss and equity, but are disclosed separately.

Acquisitions and disposals of non-controlling interests which are still controlled are recognised directly in equity as a transaction between shareholders.

Business combinations

Recently acquired entities are recognised in the consolidated financial statements from the date of acquisition. Entities sold or otherwise disposed of are recognised up to the date of disposal. Comparative figures are not restated to reflect newly acquired entities. Discontinued operations are presented separately, see below.

The date of acquisition is the date when the Group actually obtains control of the acquiree.

The purchase method is applied to acquisitions of new businesses over which the Group obtains control. The acquired businesses' identifiable assets, liabilities and contingent liabilities are measured at fair value at the acquisition date. Identifiable intangible assets are recognised if they are separable or arise from a contractual right. Deferred tax related to the revaluations is recognised.

Positive differences (goodwill) between, on the one hand, the consideration for the acquiree, the value of non-controlling interests in the acquired entity and the fair value of any previously acquired equity investments and, on the other hand, the fair value of the assets, liabilities and contingent liabilities acquired are recognised as goodwill under "Intangible assets". Goodwill is amortised on a straight-line basis in the income statement based on an individual assessment of the economic life of the asset.

Negative differences (negative goodwill) are recognised in the income statement at the date of acquisition.

Upon acquisition, goodwill is allocated to the cash-generating units, which subsequently form the basis for impairment testing. Goodwill and fair value adjustments in connection with the acquisition of a foreign entity with a functional currency different from the presentation currency used in the consolidated financial statements are accounted for as assets and liabilities belonging to the foreign entity and are, on initial recognition, translated into the foreign entity's functional currency using the exchange rate at the transaction date.

The consideration paid for an entity consists of the fair value of the agreed consideration in the form of assets transferred, liabilities assumed and equity instruments issued. If part of the consideration is contingent on future events or compliance with agreed terms, such part of the consideration is recognised at fair value at the date of acquisition. Subsequent adjustments of contingent considerations are recognised in the income statement.

Expenses incurred to acquire entities are recognised in the income statement in the year in which they are incurred.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Where, at the date of acquisition, the identification or measurement of acquired assets, liabilities, contingent liabilities or the determination of the consideration is associated with uncertainty, initial recognition will take place on the basis of provisional values. If it turns out subsequently that the identification or measurement of the purchase consideration, acquired assets, liabilities or contingent liabilities was incorrect on initial recognition, the statement will be adjusted retrospectively, including goodwill, until 12 months after the acquisition, and comparative figures will be restated. Hereafter, any adjustments are recognised as misstatements.

Gains or losses from divestment or winding-up of subsidiaries which imply that control is no longer maintained are calculated as the difference between, on the one hand, the selling price less selling expenses and, on the other hand, the proportionate share of the carrying amount of net assets. If the entity still holds equity investments in the divested entity, the remaining proportionate share of the carrying amount forms the basis for the measurement of equity investments in associates or securities and equity investments.

Non-controlling interests

On initial recognition, non-controlling interests are measured at the fair value of the non-controlling interests' proportionate share of the fair value of the acquired entity's identifiable assets, liabilities and contingent liabilities. Goodwill relating to the non-controlling interests' share is not recognised.

In the former scenario, goodwill relating to the non-controlling interests' share in the acquired entity is thus recognised, while, in the latter scenario, goodwill relating to the non-controlling interests' share is not recognised. Measurement of non-controlling interests is chosen on a transaction-by-transaction basis.

Foreign currency translation

On initial recognition, transactions denominated in foreign currencies are translated at the exchange rates at the transaction date. Foreign exchange differences arising between the exchange rate at the transaction date and the rate at the date of payment are recognised in the income statement as financial income or financial expenses.

Receivables and payables and other monetary items denominated in foreign currencies are translated at closing rates. The difference between the exchange rates at the balance sheet date and the date at which the receivable or payable arose or was recognised in the latest financial statements is recognised in the income statement as financial income or financial expenses.

Foreign subsidiaries are considered separate entities. Items in such entities' income statements are translated at average exchange rates for the month, and balance sheet items are translated at closing rates. Foreign exchange differences arising on translation of the opening equity of foreign entities to closing rates and on translation of the income statements from average exchange rates to closing rates are taken directly to equity.

Foreign exchange adjustments of balances with separate foreign subsidiaries which are considered part of the total investment in the subsidiary are taken directly to equity. Foreign exchange gains and losses on loans and derivative financial instruments designated as hedges of foreign subsidiaries are also recognised directly in equity.

Income statement

Revenue

The Company has chosen IFRS 15 as interpretation for revenue recognition.

Revenue is measured at fair value of the agreed consideration exclusive of VAT and taxes charged on behalf of third parties. All discounts and rebates granted are recognised in revenue.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 **Accounting policies (continued)**

Revenue from the sale of services

Income from the sale of services, which comprise consultancy services, is recognised as the control over the individual identifiable performance obligation is transferred to the customer. Sale of consultancy services typically comprise one performance obligation, which is recognised in revenue over the period in which the services are provided.

Cost of sales

Cost of sales comprise costs incurred in generating the year's revenue and relates primarily to costs regarding external consultancy services as well as internal consultants.

Other external expenses

Other external expenses comprise costs including expenses related to administration, office premises (before 2019), office expenses etc.

Staff costs

Staff costs comprise costs incurred in the year related to administrative staff in the Group and Parent Company.

Profit/loss from equity investments in subsidiaries

A proportionate share of the underlying entities' profit/loss after tax is recognised in the income statement according to the equity method. Shares of profit/loss after tax in subsidiaries and associates are presented as separate line items in the income statement. Full elimination of intra-group gains/losses is made for equity investments in subsidiaries.

Financial income and expenses

Financial income and expenses comprise interest income and expenses, exchange gains and losses on transactions denominated in foreign currencies, amortisation of financial assets and liabilities, including lease commitments as well as surcharges and refunds under the on-account tax scheme, etc.

Tax for the year

The Parent Company is subject to the Danish rules on mandatory joint taxation of the Group's Danish subsidiaries. Subsidiaries are included in the joint taxation arrangement from the date when they are included in the consolidated financial statements and up to the date when they are no longer consolidated.

The ultimate Danish Parent Company acts as management company for the joint taxation arrangement and consequently settles all corporate income tax payments with the tax authorities.

On payment of joint taxation contributions, the Danish corporate income tax charge is allocated between the jointly taxed entities in proportion to their taxable income. Entities with tax losses receive joint taxation contributions from entities that have been able to use the tax losses to reduce their own taxable income.

The tax expense for the year, which comprises the year's current tax charge, joint taxation contributions and changes in the deferred tax charge – including changes arising from changes in tax rates – is recognised in the income statement as regards the portion that relates to the profit/loss for the year and directly in equity as regards the portion that relates to entries directly in equity.

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Notes

1 Accounting policies (continued)

Intangible assets

Intangible assets acquired separately are measured at cost on initial recognition. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less accumulated amortisation (for intangible assets with finite lives) and accumulated impairment losses, if any.

Intangible assets are amortised over their useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets is recognised in the income statement as amortisation.

A summary of the policies applied to the Group's intangible assets is as follows:

- Goodwill – amortised on a straight-line basis over 10-20 years
- Customer relationship – amortised on a straight-line basis over 10 years
- Brands – amortised on a straight-line basis over 10 years
- Software - amortised on a straight-line basis over 10 years.

Goodwill

Goodwill is amortised over the expected economic life of the asset, measured by reference to Management's experience in the individual business segments. Goodwill is amortised on a straight-line basis over the amortisation period, which is 20 years. The amortisation period is fixed on the basis of the expected repayment horizon, longest for strategically acquired business enterprises with strong market positions and long-term earnings profiles.

Development projects

Development projects comprise internally developed software. Development costs comprise salaries directly attributable to development activities.

Development projects that are clearly defined and identifiable and where the technical feasibility, sufficient resources and a potential future market or development potential are evidenced, and where the Company intends to produce, market or use the project, are recognised as intangible assets provided that the cost can be measured reliably and that there is sufficient assurance that future earnings can cover production costs, selling costs and administrative expenses and development costs. Other development costs are recognised in the income statement as incurred.

Development costs that are recognised in the balance sheet are measured at cost less accumulated amortisation and impairment losses.

On completion of a development project, development costs are amortised on a straight-line basis over the estimated useful life. The amortisation period is 10 years.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Property, plant and equipment

Leasehold improvements, fixtures and fittings and plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use.

Where individual components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items, which are depreciated separately.

Depreciation is provided on a straight-line basis over the expected useful lives of the assets. The expected useful lives are as follows:

Leasehold improvements	2-4 years
Fixtures and fittings, plant and equipment	5 years

The basis of depreciation is based on the residual value of the asset and is reduced by impairment losses, if any. The depreciation period and the residual value are determined at the time of acquisition and are reassessed every year. Where the residual value exceeds the carrying amount of the asset, no further depreciation charges are recognised.

In case of changes in the depreciation period or the residual value, the effect on the amortisation charges is recognised prospectively as a change in accounting estimates.

Gains and losses on the disposal of items of property, plant and equipment are calculated as the difference between the selling price less costs to sell and the carrying amount at the date of disposal. Gains or losses are recognised in the income statement as other operating income or other operating expenses, respectively.

Leases applicable from 1 January 2019

Leased assets and lease liabilities are recognised in the balance sheet when the leased asset under a lease entered into regarding a specific identifiable asset is made available to the Group and/or the Parent Company in the lease term, and when the Group and/or the Parent Company obtains the right to almost all economic benefits from the use of the identified asset and the right to control the use of the identified asset.

On initial recognition, lease commitments are measured at the present value of the future lease payments discounted by an incremental borrowing rate. The following lease payments are recognised as part of the lease commitment:

- Fixed payments.
- Variable payments that change concurrently with changes to an index and an interest rate based on said index or interest rate.
- Payments overdue subject to a residual value guarantee.
- Payments subject to an extension option that it is highly probable that the Group will exercise.
- Penalty related to a termination option unless it is highly probable that the Group will not exercise the option.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

The lease commitment is measured at amortised cost according to the effective interest method. The lease commitment is recalculated when the underlying contractual cash flows change due to changes in an index or an interest rate if the Group's estimate of a residual value guarantee changes or if the Group changes its assessment of whether call options, extension options or termination options can reasonably be expected to be exercised.

On initial recognition, the leased asset is measured at cost, corresponding to the value of the lease commitment adjusted for prepaid lease payments plus directly related costs and estimated costs for demolition, repairs or the like and less discounts or other types of incentive payments received from the lessor.

Subsequently, the asset is measured at cost less accumulated depreciation and impairment losses. The leased asset is depreciated over the shorter of the lease term and the useful life of the leased asset. Depreciation charges are recognised on a straight-line basis in the income statement.

The leased asset is adjusted for changes to the lease commitment due to changes to the terms of the lease or changes to the cash flows of the lease concurrently with changes to an index or an interest rate.

Leased assets are depreciated on a straight-line basis over the expected lease term, which is:

Operating equipment	3-5 years
Sale and administration properties	2-4 years

The Group presents the leased asset and the lease commitment separately in the balance sheet.

Leases applicable before 1 January 2019

For leases before 1 January the Group has used IAS 17 as interpretation for classification and recognition of leases.

On initial recognition, leases for assets that transfer substantially all the risks and rewards incident to ownership to the Company (finance leases) are measured in the balance sheet at the lower of fair value and the present value of future lease payments. In calculating the present value, the interest rate implicit in the lease or the incremental borrowing rate is used as the discount factor. Assets held under finance leases are subsequently accounted for as the Company's other assets.

The capitalised residual lease commitment is recognised in the balance sheet as a liability, and the interest element of the lease payment is recognised in the income statement over the term of the lease.

All other leases are considered operating leases. Payments relating to operating leases and any other leases are recognised in the income statement over the term of the lease. The Company's total liabilities relating to operating leases and other leases are disclosed under contingencies, etc.

Equity investments in subsidiaries

Equity investments in subsidiaries are measured according to the equity method in the parent company financial statements.

On initial recognition, equity investments in subsidiaries are measured at cost, i.e. plus transaction costs. The cost is allocated in accordance with the acquisition method; see the accounting policies regarding the consolidated financial statements above.

The cost is adjusted by shares of profit/loss after tax calculated in accordance with the Group's accounting policies less or plus unrealised intra-group gains/losses.

Identified increases in value and goodwill, if any, compared to the underlying entity's net asset value are amortised in accordance with the accounting policies in the consolidated financial statements. Negative goodwill is recognised in the income statement.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 **Accounting policies (continued)**

Dividend received is deducted from the carrying amount.

Equity investments in subsidiaries and associates measured at net asset value are subject to impairment test requirements if there is any indication of impairment.

Other securities and investments

Other securities and investments consisting in shares are measured at cost at the balance sheet date, as a fair value cannot be determined reliably.

Impairment of non-current assets

The carrying amount of intangible assets, property, plant and equipment and equity investments in subsidiaries is tested for impairment when an objective indication of impairment exist.

Impairment tests are conducted on assets or groups of assets when there is evidence of impairment. Assets are written down to the lower of the carrying amount and the recoverable amount.

The recoverable amount is the higher of the net selling price of an asset and its value in use. The value in use is calculated as the net present value of the expected net cash flows from the use of the asset or the group of assets and the expected net cash flows from the disposal of the asset or the group of assets after the end of the useful life.

Previously recognised impairment losses are reversed when the reason for recognition no longer exists. Impairment losses on goodwill are not reversed.

Receivables

Receivables are measured at amortised cost.

An impairment loss is recognised if there is objective evidence that a receivable or a group of receivables is impaired. If there is objective evidence that an individual receivable has been impaired, an impairment loss is recognised on an individual basis.

Receivables in respect of which there is no objective evidence of individual impairment are assessed for objective evidence of impairment on a portfolio basis. The portfolios are primarily based on the country of domicile and credit ratings of the debtors in accordance with the Group's credit risk management policy. The objective evidence applied to portfolios is determined based on historical loss experience.

Impairment losses are calculated as the difference between the carrying amount of the receivables and the net present value of the expected cash flows, including the realisable value of any collateral received. The effective interest rate for the individual receivable or portfolio is used as discount rate.

Prepayments

Prepayments recognised under "Current assets" comprise expenses incurred concerning subsequent financial years.

Equity

Reserve for net revaluation according to the equity method

Net revaluation of equity investments in subsidiaries and associates is recognised at cost in the reserve for net revaluation according to the equity method.

The reserve can be eliminated in case of losses, realisation of equity investments or a change in accounting estimates.

The reserve cannot be recognised at a negative amount.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

1 Accounting policies (continued)

Dividend

Dividend proposed for the year is recognised as a liability at the date when it is adopted at the general meeting (declaration date). Dividend expected to be distributed for the year is disclosed as a separate item under equity.

Income tax and deferred tax

Current tax payables and receivables are recognised in the balance sheet as tax computed on the taxable income for the year, adjusted for tax on prior-year taxable income and tax paid on account.

Joint taxation contribution payable and receivable is recognised in the balance sheet as "Income tax receivable" or "Income tax payable".

Deferred tax is measured using the balance sheet liability method on all temporary differences between the carrying amount and the tax base of assets and liabilities. However, deferred tax is not recognised on temporary differences relating to goodwill which is not deductible for tax purposes or on office premises and other items where temporary differences, apart from business combinations, arise at the date of acquisition without affecting neither the profit/loss for the year nor the taxable income. Where alternative tax rules can be applied to determine the tax base, deferred tax is measured based on Management's intended use of the asset or settlement of the liability, respectively.

Deferred tax assets, including the tax base of tax loss carry-forwards, are recognised at the expected value of their utilisation; either as a set-off against tax on future income or as a set-off against deferred tax liabilities in the same legal tax entity and jurisdiction.

Adjustment is made to deferred tax resulting from elimination of unrealised intra-group profits and losses.

Deferred tax is measured according to the tax rules and at the tax rates applicable in the respective countries at the balance sheet date when the deferred tax is expected to crystallise as current tax.

Financial liabilities

Financial liabilities are recognised at the date of borrowing at the net proceeds received less transaction costs paid. On subsequent recognition, financial liabilities are measured at amortised cost, corresponding to the capitalised value, using the effective interest rate. Accordingly, the difference between the proceeds and the nominal value is recognised in the income statement over the term of the loan.

Other liabilities are measured at net realisable value.

Deferred income

Deferred income recognised under "Current liabilities" comprise received payments regarding revenue concerning subsequent financial years.

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Notes

1 **Accounting policies (continued)**

Cash flow statement

The cash flow statement shows the Group's cash flows from operating, investing and financing activities for the year, the year's changes in cash and cash equivalents as well as the Group's cash and cash equivalents at the beginning and end of the year.

The Company has chosen to apply the exemption in § 86(4) of the Danish Financial Statements Act and has not prepared a separate cash flow statement for the parent company.

The cash flow effect of acquisitions and disposals of entities is shown separately in cash flows from investing activities. Cash flows from corporate acquisitions are recognised in the cash flow statement from the date of acquisition. Cash flows from disposals of entities are recognised up until the date of disposal.

Cash flows from operating activities

Cash flows from operating activities are calculated as the Group's share of the profit/loss adjusted for non-cash operating items, changes in working capital, interest received and paid, including the interest element related to recognised lease commitments and income taxes paid.

Cash flows from investing activities

Cash flows from investing activities comprise payments in connection with acquisitions and disposals of entities, activities and intangible assets, property, plant and equipment and financial assets.

Cash flows from financing activities

Cash flows from financing activities comprise changes in the size or composition of the Group's share capital and related costs as well as the raising of loans, repayment of interest-bearing debt, repayment of lease commitments and payment of dividend to shareholders.

Cash flows from assets held under leases are recognised as payment of interest and repayment of debt.

Cash and cash equivalents

Cash and cash equivalents comprise cash and short-term marketable securities with a term of three months or less which are subject to only minor risks of changes in value.

Segment information

Information is disclosed by activity and geographical market. Segment information follows the Group's accounting policies, risks and internal financial management.

Financial ratios

The financial ratios stated under "Financial highlights" have been calculated as follows:

Profit margin	Profit for the year / Revenue
Gross margin	Gross profit / Revenue
EBITDA margin	Operating profit (EBITDA) / Revenue
Equity ratio	Equity / Total assets
Return on equity	Profit for the year / Average equity
Rate of return	Profit from ordinary activities / Average total assets

Consolidated financial statements and parent company financial statements 1 January – 31 December

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2 Revenue

Information about the distribution of revenue by activities and geographical markets is provided below. The segment information is prepared in accordance with the Company's accounting policies and follows the Company's internal financial management.

Revenue comprises the following activities:

	Group		Parent Company	
DKK'000	1/1 – 31/12 2019	13/6 – 31/12 2018	1/1 – 31/12 2019	13/6 – 31/12 2018
IT consultancy services	1,022,310	343,197	0	0

Revenue comprises the following geographical markets:

Denmark	746,619	267,779	0	0
Other countries	275,691	75,418	0	0
Total	1,022,310	343,197	0	0

3 Staff costs

Wages and salaries	55,568	18,623	0	0
Pensions	4,193	1,317	0	0
Other social security costs	3,259	1,013	0	0
Other staff costs	4,968	1,444	0	0
Total	67,988	22,397	0	0
Average number of employees during the year	141	118	0	0
Remuneration to the Executive Board and the Board of Directors in ProData Holding A/S	2,681	767	0	0

Total staff costs amount to DKK 91,161 (13/6 – 31/12 2018: DKK 31,005 thousand). Wages and salaries for agency and project staff consultants of DKK 23,174 thousand (13/6 – 31/12 2018: DKK 8,608 thousand) are included in cost of sales.

The Company has established a share and warrant-based incentive program for the Board of Directors, Management and key employees in ProData Holding A/S. The program comprises a total of 315,000 warrants with the right to buy one warrant for 10 DKK. Each warrant gives the right to buy one share of DKK 1.00 at a determined subscription price as stated in the articles of association.

At 31 December 2019, a total of 163,336 warrants were issued to members of the Board of Directors, Management and key employees in ProData Holding A/S.

Consolidated financial statements and parent company financial statements 1 January – 31 December

Notes

4 Fees paid to auditors appointed at the annual general meeting

	Group		Parent Company	
DKK'000	1/1 – 31/12 2019	13/6 – 31/12 2018	1/1 – 31/12 2019	13/6 – 31/12 2018
Fee for statutory audit	426	355	16	16
Other assurance engagements	68	0	0	0
Fees for tax advisory services	99	50	5	5
Other assistance	388	840	10	10
	981	1,245	31	31

5 Income from equity investments in group entities

Share of net profit/loss in equity investments	0	0	1,273	-171
	0	0	1,273	-171

6 Financial income

Interest income from group entities	0	86	0	0
Other interest income	307	488	0	0
	307	574	0	0

7 Financial expenses

Interest expenses regarding leasing	1,329	0	0	0
Other interest expenses	9,256	3,140	0	0
Amortisation of loan costs	1,822	470	0	0
Foreign exchange losses	1,321	716	0	0
Other financial expenses	1,219	517	12	17
	14,947	4,843	12	17

8 Tax for the year

Current tax for the year	11,323	4,260	-17	-11
Deferred tax adjustment for the year	-3,913	-910	0	0
	7,410	3,350	-17	-11

9 Distribution of net profit

Non-controlling interests	2,816	1,257	0	0
Reserve for net revaluation according to the equity method	0	0	-415	415
Retained earnings	1,133	-9,242	1,548	-9,657
	3,949	-7,985	1,133	-9,242

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10 Intangible assets

	Group				
DKK'000	Acquired rights	Goodwill	Brands	Customer contracts	Software
Cost at 1 January 2019	819	319,528	59,268	116,703	15,448
Additions during the year	62	5,514	0	0	0
Disposal during the year	0	-43	0	0	0
Cost at 31 December 2019	881	324,999	59,268	116,703	15,448
Amortisation and impairment losses at 1 January 2019	-453	-7,052	-1,992	-3,923	-519
Amortisations during the year	-261	-21,263	-5,926	-11,670	-1,545
Amortisation at 31 December 2019	-714	-28,315	-7,918	-15,593	-2,064
Carrying amount at 31 December 2019	167	296,684	51,350	101,110	13,384

Capitalised software relates to the internally developed IT platform ProManagement. The platform supports the Group's business model and is expected to result in considerable competitive advantages. The capitalised expenses primarily consist of internal expenses in the form of payroll costs.

11 Property, plant and equipment

	Group			
DKK'000	Right-of-use assets	Leasehold improve-ments	Fixtures and fittings, tools and equipment	Total
Cost at 1 January 2019	0	402	11,713	12,115
Exchange rate adjustments	0	0	467	467
Additions	52,538	327	3,573	56,438
Disposals	0	0	-1,182	-1,182
Cost at 31 December 2019	52,538	729	14,571	67,838
Amortisation and impairment losses at 1 January 2019	0	-85	-7,473	-7,558
Exchange rate adjustments	0	0	-362	-362
Depreciation during the year	-10,158	-123	-2,827	-13,108
Disposals	0	0	883	883
Amortisation and impairment losses at 31 December 2019	-10,158	-208	-9,779	-20,145
Carrying amount at 31 December 2019	42,380	521	4,793	47,694

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12 Equity investments in subsidiaries

DKK'000	Parent Company Equity investments in group entities
Cost at 1 January	158,096
Additions	0
Cost at 31 December	158,096
Value adjustments at 1 January	415
Share of loss for the year	1,273
Share of other movements in equity in subsidiaries	-8,015
Value adjustments at 31 December	-6,327
Carrying amount at 31 December	151,769

Name and registered office	Voting rights and ownership
ProData Holding A/S, Denmark	56.97%

13 Other financial assets

DKK'000	Group Deposits
Group	
Cost at 1 January 2019	2,859
Exchange rate adjustments	28
Additions	887
Disposals	-67
Cost at 31 December 2019	3,707

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DKK'000	Group 2019	Group 2018	Parent Company 2019	Parent Company 2018
14 Prepayments				
Insurance premiums	80	106	0	0
Rent	1,725	638	0	0
Other	506	290	0	0
	2,311	1,034	0	0

15 Share capital

The share capital comprises:

DKK	1 January 2019	Capital increase	31 December 2019
A shares	1,000,100	0	1,000,100
B1 shares	468,432	0	468,432
B2 shares	703,000	0	703,000
B3 shares	7,133	0	7,133
B4 shares	10,706	0	10,706
			2,189,371

The nominal value of each share is DKK 0.10.

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16 Interest-bearing loans and borrowings

Interest-bearing loans and borrowings	Expiry	Carrying amount 2019
Facility A	31 August 2023	104,500
Facility B1	31 August 2024	87,500
Facility B2	31 August 2024	25,000
Loan and borrowings		217,000
Loan costs		-7,588
		209,412
Non-current		179,412
Current		30,000
		209,412

Loans and borrowings which are due within 1-year amount to DKK 30 million (2018: DKK 16 million), due in 1-5 years amount to DKK 187 million (2018: DKK 96.5 million) and due in more than 5 years amount to DKK 0 million (2018: DKK 112,5 million).

	Group		Parent	
DKK'000	**2019**	**2018**	**2019**	**2018**
17 Deferred tax				
Deferred tax at 1 January	-40,695	0	0	0
Other adjustments	10	0	0	0
Acquisition of business	0	-41,605	0	0
Deferred tax recognised in the income statement	3,913	910	0	0
Deferred tax at 31 December	-36,772	-40,695	0	0

Deferred tax is recognised in the balance sheet as follows:

Deferred tax asset	1,478	668	0	0
Deferred tax liability	-38,250	-41,363	0	0
Deferred tax at 31 December	-36,772	-40,695	0	0

Deferred tax assets primarily relate to temporary differences.

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18 Contingent liabilities

Pledges and guarantee commitments

The shares in ProData Consult A/S as well certain subsidiaries in Poland and Sweden have been pledged as security for the senior facility agreement entered into by the parent company ProData BidCo A/S.

Further, a floating charge of DKK 25 million in the assets of ProData Consult A/S, a floating charge of SEK 0.8 million in the assets in the Swedish subsidiary and EUR 20 thousand in the assets of the subsidiary in The Netherlands has been provided. The Polish subsidiary has provided payment guarantees for a total of PLN 1.6 million. Further, Prodata Consult A/S has registered pledge on shares of Prodata Consult Sp. z o.o. of DKK 427.5 million.

The Prodata companies in Denmark, Sweden and Poland are part of a cash pool agreement with a credit limit of DKK 60 million. The Prodata companies in Denmark, Sweden and Poland have made a guarantee on a jointly basis towards the credit institution.

ProData Holding A/S, ProData BidCo A/S and ProData Consult A/S and its subsidiaries in Poland, Sweden and the Netherlands jointly guarantee as obligor for any amounts due under the senior facility agreement.

Contingent purchase price

Subject to meeting certain future conditions, ProData Bidco A/S is obliged to pay an additional purchase price of up to DKK 40 million for the shares in ProData Consult A/S. The fulfilment of those conditions is subject to significant uncertainty. On this basis, no provision has been recognised for this contingent purchase price at 31 December 2019.

Other contingent liabilities

The Company is taxed jointly with the other Danish companies in the Group and has joint, several and unlimited liability for income taxes and any obligations to withhold tax at source on interest, royalties and dividends for the jointly taxed companies. The liability also includes any subsequent corrections to the calculated tax liability as a consequence of changes made to the jointly taxable income, etc.

19 Related parties

Polaris Private Equity IV K/S (CVR-no. 36 48 65 97) holds 98.5%of the share capital in the entity.

Related party transactions include:

	Group		Parent Company	
DKK'000	**2019**	**2018**	**2019**	**2018**
Receivables from group entities	0	0	28	131
Acquisition related expenses, re-charged	0	3,472	0	3,472

Remuneration for Management is specified in note 3 "Staff costs".

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Notes

20 Adjustments for the cash flow statement

	Group	
DKK'000	**2019**	**2018**
Depreciation, amortisation, impairment losses and write-downs	53,440	16,150
Financial income	-307	-574
Financial expenses	14,947	4,843
Tax on profit or loss for the year	7,410	3,350
Other adjustments	442	-595
	75,932	23,174

21 Subsequent events

Management considers the implications of COVID-19 a subsequent event occurred after the balance sheet date and a non-adjusting event to the Company's and the Group's financial statements. However, we assess that the negative effect for the Company's and the Group's financial statements for 2020 will be limited.

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Henrik Bonnerup
Direktion
På vegne af: P - ProData 2018 A/S
Serienummer: PID:9208-2002-2-631711917336
IP: 185.157.xxx.xxx
2020-08-28 09:21:17Z
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Henrik Bonnerup
Bestyrelse
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Jan Johan Kühl
Bestyrelse
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Allan Bach Pedersen
Dirigent
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NEM ID

Jan C Olsen
Statsautoriseret revisor
På vegne af: EY Godkendt Revisionspartnerselskab
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2020-08-30 14:51:14Z
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Peter Andersen
Statsautoriseret revisor
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