Rambøll Management Consulting A/S

Annual Report 2016

CVR number 60997918

The Annual Report was presented and approved at the annual general meeting on 9 March 2017.

Chair

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The Executive Board and Board of Directors have today considered and adopted the Annual Report of Rambøll Management Consulting A/S for the financial year 2016.

The Annual Report is prepared in accordance with the Danish Financial Statements Act. We consider the accounting policies applied and the accounting estimates made are reasonable. In our opinion, the Annual Report give a true and fair view of the financial position at 31 December 2016 of the Company and of the results of the Company operations for 2016.

In our opinion, the Director's Report includes a true and fair account of the development in the operations and financial positions of the Company and of the results for the year as well as the financial position.

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

Copenhagen, 9 March 2017

Executive Board:

Markus Diederich

Carsten Bisgaard Sørensen

Henrik Seiding

Hans Gunnarsson Lindeman

Board of Directors:

Stephen Tracy Washburn
(Chair)

Michael Rosenvold

Thomas Rand

Birger Kidmose
(Employee elected board member)

Line Dybdal Rasmussen
(Employee elected board member)

The Annual Report was presented and approved at the Annual General Meeting on 9 March 2017.

Chair:

To the Shareholder of Rambøll Management Consulting A/S

Opinion
In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 December 2016, and of the results of the Company's operations for the financial year 1 January - 31 December 2016 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of Rambøll Management Consulting A/S for the financial year 1 January - 31 December 2016, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies ("financial statements").

Basis for Opinion
We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on Director's Report
Management is responsible for Director's Report.

Our opinion on the financial statements does not cover Director's Report, 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 Director's Report and, in doing so, consider whether Director's Report 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 Director's Report provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Director's Report 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 misstatements in Director's Report.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional skepticism 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, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, amoung 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.

Copenhagen, 9 March 2017
PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR no. 33 77 12 31

Kim Danstrup
State Authorised Public Accountant

Jakob Brasted
State Authorised Public Accountant

Name:	Rambøll Management Consulting A/S
Domicile:	Hannemanns Allé 53, DK-2300 Copenhagen S
CVR number:	60997918
Municipality of domicile:	Copenhagen
Ownership:	Rambøll Management Consulting A/S is wholly owned by Ramboll Group A/S
Board of Directors	Stephen Tracy Washburn, chair, Group Executive Director Thomas Rand, Managing Director Michael Rosenvold, Group Chief Financial Officer Birger Kidmose (E), Managing Consultant Line Dybdal Rasmussen (E), Business Manager (E) = Employee elected board members
Executive Board:	Markus Diederich, Managing Director Henrik Seiding, Executive Director Carsten Bisgaard Sørensen, Executive Director Hans Gunnarsson Lindeman, Executive Director
Lawyer:	Bech-Bruun Langelinie Allé 35 DK-2100 Copenhagen Ø
Auditor:	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab Strandvejen 44 DK-2900 Hellerup
Bank:	Nordea Danmark A/S Strandgade 3 DK-0900 Copenhagen C
Consolidated Financial Statements:	Rambøll Management Consulting A/S is included in the Group Annual Report for Ramboll Group A/S, Hannemanns Allé 53, Copenhagen S, Denmark, CVR number 10160669, where the Group Annual Report can be obtained.

Key figures and financial ratios for Rambøll Management Consulting A/S in five consecutive financial years (DKK million):

	2016	2015	2014	2013	2012*
Income statement:					
Revenue	304	295	278	295	280
Operating profit	27	27	26	31	20
Profit before financials	38	31	19	33	20
Profit for the year	28	24	13	26	14
Balance sheet:					
Total assets	182	172	169	183	167
Investment in tangible fixed assets	0	1	1	0	0
Shareholders' equity	81	75	66	73	50
Financial ratios in %:					
Profit margin	12.3	10.4	6.7	11.2	7.2
Return on invested capital	20.6	17.8	11.0	18.2	12.1
Solvency ratio	44.2	43.6	39.1	39.9	30.1
Return on equity	36.6	33.8	18.3	41.7	27.0

Calculation of financial ratios:

Profit margin:	(Profit before financials x 100)/Revenue
Return on invested capital	(Profit before financials x 100)/Total assets
Solvency ratio:	(Equity at the end of period x 100)/Total assets
Return on equity:	(Profit for the year x 100)/average equity

*) As of 1'st of January 2013 Rambøll Management Consulting A/S merged with its subsidiary SJP A/S. The comparative figures for 2012 have been restated accordingly.

As in previous years, the main activities of Rambøll Management Consulting A/S comprised consultancy services to both the public and the private sectors. The consultancy organisation includes Business Consulting, Policy & Planning and Survey.

Structure
Rambøll Management Consulting A/S is part of the Ramboll Group and is responsible for management consultancy services across all the markets in which the Ramboll Group is represented.

Rambøll Management Consulting A/S has offices in Copenhagen and Aarhus and is established with independent subsidiaries in Sweden, Norway and Belgium.

At year end, Rambøll Management Consulting A/S has divested its management-development and HRD course activities.

Development in 2016
Operating profit was at the same level as in the previous year DKK 27,272k (2015: DKK 27,426k) and revenue grew moderately to DKK 304,380k (2015: DKK 295,271k), which was as expected.

Results for subsidiaries is DKK -3,180k (2015: DKK 3,144k), which was disappointing compared to our expectations for the year. Explanations for this were amoung others vacancies in management and week order inflow in the beginning of the year. The development in second half year improved.

Employees
The average number of employees is 316 (2015: 313).

Corporate social responsibility
Reference is made to the consolidated Annual Report of Ramboll Group A/S.

Employees and diversity
It is the target that each gender is represented in the Board of Directors. Furthermore, it is the target to ensure that each gender is proportionally represented in management positions by a number reflecting the actual proportion of each gender in the industry in general which is 34% female and 66% male.

In the global Management Consulting Practice Areas the actual gender distribution at management level is 30% female and 70% male. In the legal Rambøll Management Consulting A/S it is 17% female and 83% male. For further information on diversity reference is made to the consolidated Annual Report of Ramboll Group A/S.

Competence development is still high on the agenda and there is a continuous ambition to excel as the best work place in the industry.

Unusual events
In Management's opinion, there are no unusual events or uncertainties that materially affect the Annual Report.

Subsequent events
No significant events materially affecting the Annual Report have occurred after the balance sheet date.

Expectations for the year ahead
We budget a moderate revenue increase and a stable profit level for the Danish activities. For our subsidiaries we expect an improved and moderate positive result in 2017.

Basis of accounting
The Annual Report of Rambøll Management Consulting A/S for 2016 is prepared in accordance with the provisions applicable to large enterprises in accounting class C under the Danish Financial Statements Act and is presented in DKK 1,000.

As the company and the underlying subsidaries are included in the Consolidated Financial Statements of Ramboll Group A/S, the company has chosen not to prepare consolidated financial statements with reference to section 112 of the Danish Financial Statements Act, and with reference to section 86(4) of the Danish Financial Statements Act no cash flow statement is prepared. We refer to the Annual Report of the Parent Company, Ramboll Group A/S.

The accounting policies are unchanged from previous years, exept for the Danish Financial Statement Acts rules for recognizing of a reserve under equity for internally generated developed assets from January 1, 2016.

Recognition and measurement
The financial statements are prepared in accordance with the historical cost convention.

Income is recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or cost are recognized. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement including depreciation, amortisation, other provisions as well as reversals due to accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised in the balance sheet when it is likely that future economic benefits will accrue to the company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is likely that future economic benefits will accrue from the company, and the value of the liability can be measured reliably.

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

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

Danish kroner (DKK) is used as the measurement currency. All other currencies are regarded as foreign currencies.

Foreign currency translation
Transactions in foreign currencies are translated into DKK using the exchange rates prevailing at the dates of the transactions. Gains and losses arising due to differences between the transaction date rates and the rates prevailing at the date of payment are recognised as an item under financial income and expenses in the income statement.

Receivables, liabilities and other monetary items in the foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates prevailing at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the transaction date rates are recognised as an item under financial income and expenses in the income statement.

The income statement for the Company's subsidiaries abroad are translated to average exchange rates, while the balance sheet items including goodwill relating to foreign enterprises are translated to the exchange rates at the balance sheet date.

Exchange rate adjustments arising on the translation of the opening equity of foreign enterprises and exchange adjustments arising from the translation of income statement at average exchange rates are recognised directly in equity.

Leases
Leases, in terms of which the company assumes all substantial risks and rewards of ownership (finance leases), are recognised in the balance sheet at the lower of the fair value of the leased asset and net present value of the lease payments computed by applying the interest rate implicit in the lease or the approximated value as the discount rate. Assets acquired under finance leases are depreciated and written down for impairment under the same policy as determined for the other fixed assets of the Company.

The remaining lease obligation is capitalised and recognised in the balance sheet under liabilities, and the interest element of the lease payment is charged to the income statement.

All other leases are classified as operating leases. Payments made under operating leases are charged to the income statement on a straight-line basis over the lease term.

Segment information
Segment information is presented in respect of the distribution of the net turnover on geographical markets and on core business areas.

Income statement

Revenue
Fee income is recognised as production is performed (percentage of completion method), according to which the revenue corresponds to the selling price of the work performed for the year including a calculated profit. Fee income therefore reflect the scope of the activity for the year. This method is applied when total income and expenses in respect of a contract and the stage completion at the balance sheet date can be measured reliably, and it is probable that the future economic benefits, including payments, will flow to the Company.

License fee for use of software available for use over a specified period is recognized on a straight-line basis over the term of the license period.

Revenues from the course activities are recognized at the time of course.

Revenue is recognised exclusive of VAT and net discounts relating to sales.

Project costs
Project costs consist of costs directly related to projects, such as travel and accommodation, consulting assistance, project insurance, IT expenses and provisions and losses realised on the projects.

External costs
External costs consist of expenses which are not project related, such as costs relating to premises, office supplies, IT expenses, travel and transportation, management fee, facility service, insurance and other administrative expenses.

Staff costs
Staff costs consist of wages and salaries, holiday pay and social security costs etc.

Deprecation and amortisation
Deprecation and amortisation consist of depreciation and amortisation of goodwill, leasehold improvements, software, licenses etc. and plant and equipment comprising printing machines, cars, IT equipment and other equipment.

Other operating income and expenses
Other operating income and other operating expenses comprise items of a secondary nature such as gains and losses on sale of fixed assets and sale of activities etc..

Financial income and expenses
Financial income and expenses consist of interest, foreign exchange gain or loss (realised and unrealised) and other financial income and expenses.

Corporation tax and deferred tax
The Company is jointly taxed with the Parent Ramboll Group A/S and Danish group enterprises of Ramboll Group A/S. Ramboll Group A/S acts as administration company. The jointly taxed companies are included in the Danish tax prepayment scheme.

The tax effect of the joint taxation is allocated to Danish enterprises showing profits or losses in proportion to their taxable profit (full allocation with credit for tax losses). The total tax on the taxable profit of Rambøll Management Consulting A/S is paid to Ramboll Group A/S.

Tax consists of current tax and deferred tax for the year. The tax attributable to the net profit for the year is recognised in the income statement at the amount attributable to the net profit for the year. Tax attributable to entries directly to equity transactions is recognised in equity.

Current tax receivables and liabilities are recognised in the balance sheet at the amount calculated on the basis of the expected taxable profit adjusted for tax on taxable profit for prior years until settlement with the Parent.

Deferred tax is measured under the balance sheet liability method in respect of all temporary differences between the carrying amount and the tax base of assets and liabilities. Deferred tax is not recognised in the respect of temporary differences relating to amortisation of goodwill not deductible for tax purposes.

Deferred tax is measured on the basis of the current tax rules and at the tax rates that are expected to apply when the temporary differences have been settled. Changes in deferred tax due to changes in tax rates are recognised in the income statement.

Deferred tax assets, including the tax base of tax losses carried forward, are measured at the value which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities.

Deferred tax assets and liabilities are set-off within the same legal tax entity.

Balance sheet

Intangible assets
Goodwill
Goodwill is amortised on a straight-line basis over the estimated useful life, determined on the basis of the Management's experience in the individual business areas. The maximum amortisation period is 10 years.

Software and licenses
Development projects including own developed software where it is likely that future economic benefits will accrue to the Company and the value of the asset can be measured reliably, are recognised as intangible assets and depreciated on a straight-line basis over 3-7 years. Other test and research expenditures are charged to the income statement under "Other external expenses" and "Staff costs", when incurred.

An amount equal to the capitalized development costs in the balance sheet held by January 1, 2016 are recognized in the item "Reserve for development costs" under equity. The reserve decreases in value due to depreciations.

Tangible assets
Tangible assets are measured at cost less accumulated depreciation and impairment losses.

Cost include cost of acquisitions and expenses directly attributable to the acquisition up until the time when the asset is ready for use.

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

Plant and equipment	3-5 years

Impairment on property, plant and equipment
The book value of intangible and tangible assets is reviewed annually to determine whether there is any indication of impairment losses other than that expressed by depreciation and amortisation. If so, an impairment test is carried out to determine whether the recoverable amount is lower than the carrying amount, and the asset is written down to its lower recoverable amount. This impairment test is performed annually for development projects in progress irrespective of any indication of decrease in value.

The recoverable amount of the asset is calculated as the higher of the net selling price and value in use. If it is not possible to determine a recoverable amount for the individual asset, the assets are assessed in the smallest group of assets for which a reliable recoverable amount can be determined based on a total assessment.

Goodwill and other assets for which a separate value in use cannot be determined, as the asset does not generate future cash flows on an individual basis, are reviewed for impairment together with the group of assets to which they are attributable.

Fixed asset investment
Investments in subsidiaries are recognised and measured according to the equity method. The proportionate share of profit for the year less amortisation of goodwill is recognised in the income statement under ”Income from subsidiaries”.

The items "Investments in subsidiaries" in the balance sheet include the proportionate ownership interests of the net equity value of the enterprises calculated on the basis of the fair value of the identifiable net assets at the time of acquisition with deduction or addition of unrealised intercompany profits or losses and with addition of any remaining value of positive differences (goodwill) and deduction of any remaining value of negative differences (negative goodwill).

The total net revaluation of investments in subsidiaries is transferred upon distribution of profit to "Net revaluation according to the equity method" under equity. The reserve is reduced by distribution of dividend to the Parent and adjusted for other changes in equity in subsidaries.

On acquisition of subsidiaries, the difference between the cost and the equity value of the acquired company is calculated at the date of acquisition after adjustment to fair value of the identifiable assets and liabilities (the acquisition method). Any remaining positive balances (goodwill) are recognised as investments in subsidiaries and are amortised in the income statement on a stratght-line basis over the estimated useful life of the investment.

Receivables
Accounts receivables, trade are measured in the balance sheet at the lower of amortised cost or net realisable value, which corresponds to the nominal value less provisions for bad debts. Provisions for bad debts are determined on the basis of an individual assessment of each debtor.

Work in progress
Work in progress is measured at the sales price of the work performed calculated on the basis of the stage of completion based on an assessment of the individual work. The stage of completion is measured on the basis of the share of the contract expenses incurred in relation to the expected total expenses of the contract. Where it is likely that the total contract expenses will exceed the total income from a contract, the expected loss is recognised as an expense in the income statement.

Where the sales price cannot be measured reliably, the sales price is measured at the lower of expenses incurred and net realisable value.

Invoicing on account is deducted from the sales price. The individual contracts are classified as accounts receivables when the net sales price is positive and as liabilities when pre-invoicing exceeds the sales price.

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

Prepayments
Prepayments consist of expenses paid relating to subsequent financial year. This typically includes prepaid expenses regarding rent, insurance premiums, subscriptions and interest.

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

Provisions
Provisions are recognised when - in consequence of an event occurred before or on the balance sheet date - the Company has a legal or constructive obligation and it is probable that economic benefits must be given up to settle the obligation.

Provisions comprise among other things compensations relating to advisory services provided. Compensations are recognised on the basis of an individual assessment of each case.

Other payables
Other payables are measured at amortised cost, substantially corresponding to their nominal value.

Other payables mainly consist of salary related items (bonuses, pension, holiday accruals etc.), VAT and provisions for not received vendor invoices.

Financial ratios
The ratios have been calculated in accordance with the guidelines issued by The Danish Society of Financial Analysts.

Income Statement (DKK thousand)

	Note	2016	2015
Revenue	1	304,380	295,271
Project costs		-42,786	-35,135
Gross profit		261,594	260,136
External costs		-53,903	-57,732
Staff costs	2	-178,023	-173,742
Depreciation and amortisation	3	-2,396	-1,236
Operating profit		27,272	27,426
Other operating income		13,475	0
Income from subsidiaries	9	-3,180	3,144
Profit before financials		37,567	30,570
Financial income	4	143	476
Financial expenses	5	-302	-557
Profit before tax		37,408	30,489
Tax	6	-8,968	-6,600
Profit for the year		28,440	23,889

Proposed distribution of profit for the year:

Proposed dividend		25,000	23,000
Net revaluation according to the equity method		-5,041	5,810
Reserve for development costs		2,302	0
Retained earnings		6,179	-4,921
		28,440	23,889

Balance sheet (DKK thousand)

Assets	Note	31/12 2016	31/12 2015
Software, licenses etc.		3,275	1,596
Goodwill		1,182	1,858
Intangible assets	7	4,457	3,454
Plant and equipment		769	760
Property, plant and equipment	8	769	760
Investments in subsidiaries	9	14,242	19,170
Investments		14,242	19,170
Total fixed assets		19,468	23,384
Accounts receivables, trade	10	72,235	59,753
Work in progress	11	19,648	22,492
Outlays and other receivables		8,130	7,515
Receivables from group companies		4,610	2,300
Receivables from Parent company concerning deposits on cash pool accounts		58,127	54,864
Prepayments		77	1,647
Receivables		162,827	148,571
Total current assets		162,827	148,571
Total assets		182,295	171,955

Balance sheet (DKK thousand)

Equity and liabilities	Note	31/12 2016	31/12 2015
Share capital		2,500	2,500
Net revaluation according to the equity method		1,393	6,321
Reserve for development costs		2,302	0
Retained earnings		49,305	43,126
Proposed dividend		25,000	23,000
Shareholders' equity		80,500	74,947
Provision for deferred tax		3,211	5,740
Total provisions	12	3,211	5,740
Prepayments from customers	11	26,969	29,899
Trade payables		11,515	4,576
Payables to group companies		8,037	10,729
Corporation tax		6,463	1,959
Other payables	13	45,600	44,105
Total short-term liabilities		98,584	91,268
Total liabilities		98,584	91,268
Total liabilities and shareholders' equtiy		182,295	171,955
Other notes	14-17		

Statement of changes in equity (DKK thousand)

	Share capital	Net revaluation according to the equity method	Reserve for development costs	Retained earnings	Dividend	Total
Total Equity at 1 January 2015	2,500	718	0	48,047	15,000	66,265
Exchange rate adjust. in subsidiaries	0	-207	0	0	0	-207
Paid dividend in 2015	0	0	0	0	-15,000	-15,000
Proposed dividend for 2015	0	0	0	-23,000	23,000	0
Profit for the year 2015	0	5,810	0	18,079	0	23,889
Total equity at 31 December 2015	2,500	6,321	0	43,126	23,000	74,947
Exchange rate adjust. in subsidiaries	0	113	0	0	0	113
Capitalized development costs	0	0	2,302	-2,302	0	0
Paid dividend in 2016	0	0	0	0	-23,000	-23,000
Proposed dividend for 2016	0	0	0	-25,000	25,000	0
Profit for the year 2016	0	-5,041	0	33,481	0	28,440
Total equity at 31 December 2016	2,500	1,393	2,302	49,305	25,000	80,500

The share capital is distributed on one share of DKK 1 million and one share of DKK 1,5 million.
No changes have been made in the share capital in the last 5 years.

Notes (DKK thousand)

1 Revenue

	2016	2015
Revenue by sector:		
Public customers	190,198	183,144
Private customers	114,182	112,127
	304,380	295,271
Revenue by World:		
Danish customers	285,319	270,179
Foreign customers	19,061	25,092
	304,380	295,271

2 Staff costs

	2016	2015
Wages and salaries	153,061	152,611
Pension costs	13,038	13,147
Social security costs	2,657	2,927
Total	168,756	168,685
Executive Board	9,267	5,057
Board of Directors	0	0
	178,023	173,742
Average number of employees (registered hours)	316	313
Number of employees at the end of the financial year (including hourly paid with employment contract)	461	458

3 Depreciation and amortisation

	2016	2015
Software, licenses etc.	1,510	328
Goodwill	676	675
Plant and equipment	210	233
	2,396	1,236

Notes (DKK thousand)

4 Financial income

	2016	2015
Interest income from group companies	1	0
Foreign exchange gain	78	256
Other financial income	64	220
	143	476

5 Financial expenses

	2016	2015
Interest expense to group companies	0	2
Foreign exchange loss	274	385
Other financial expenses	28	170
	302	557

6 Tax

	2016	2015
Current tax on the profit for the year, Denmark	12,159	9,873
Adjustment related to previous years	-662	-157
Change in deferred tax for the year	-2,529	-3,116
Total tax	8,968	6,600

7 Intangible assets

	Goodwill	Software licenses etc.
Cost at 1 January	35,680	3,331
Additions	0	3,189
Disposals	-29,270	-530
Cost at 31 December	6,410	5,990
Amortisation at 1 January	33,822	1,735
Disposals	-29,270	-530
Amortisation for the year	676	1,510
Amortisation at 31 December	5,228	2,715
Book value at 31 December	1,182	3,275
Amortisation period	1-10 years	3-7 years

Disposal of goodwill in 2016 with a net value of DKK thousand 0 is related to the divestment of the management-development and HRD course activities.

8 Tangible assets

	Plant and equipment
Cost at 1 January	2,107
Additions	219
Disposals	-275
Cost at 31 December	2,051
Depreciation at 1 January	1,347
Disposals	-275
Depreciations during the year	210
Depreciation at 31 December	1,282
Book value at 31 December	769
Depreciation period	3-5 years

9 Investments in subsidiaries

	31/12 2016	31/12 2015
Cost at 1 January	12,849	28,739
Disposals	0	-15,890
Cost at 31 December	12,849	12,849
Revaluation value at 1 January	6,321	718
Net profit for the year	-3,180	3,144
Disposals	0	2,666
Dividend paid	-1,861	0
Exchange rate adjustment	113	-207
Revaluation at 31 December	1,393	6,321
Book value at 31 December	14,242	19,170

All subsidiaries are 100% owned and specified as follows:

Name and domicile	Share capital	Equity	Profit for the year
Ramboll Management Consulting AB, Sweden	100 tSEK	6,168	-869
Rambøll Management Consulting AS, Norway	300 tNOK	6,184	-2,114
Ramboll Management Consulting Brussels SA/NV, Belgium	160 tEUR	1,890	-197
Investments in subsidiaries		14,242	-3,180

Notes (DKK thousand)

10 Accounts receivables, trade

All accounts receivables, trade are due for payment within one year.

11 Work in progress

	31/12 2016	31/12 2015
Selling price of the production for the end of period	361,465	325,814
Invoicing on account	-368,786	-333,221
Work in progress, net	-7,321	-7,407

Recognised in the balance sheet as follows:		
Work in progress under assets	19,648	22,492
Prepayments from customers under liabilities	-26,969	-29,899
	-7,321	-7,407

12 Provision for deferred tax

	31/12 2016	31/12 2015
Provision for deferred tax at 1 January	5,740	8,856
Change in deferred tax recognized in income statement	-2,529	-3,116
Provision for deferred tax at 31 December	3,211	5,740

Deferred tax is calculated using the statutory corporate income tax rate of 22%.

Deferred tax relates to:

Property, plant and equipment	-149	-208
Intangible assets	686	312
Work in progress	2,713	5,675
Accounts receivables, trade	-39	-39
	3,211	5,740

13 Other payables

	31/12 2016	31/12 2015
Provision holiday pay	16,058	19,321
VAT	11,450	8,872
Wages, salaries and taxes due	8,286	5,204
Other items	9,806	10,708
	45,600	44,105

Notes (DKK thousand)

14 Contingent liabilities

	31/12 2016	31/12 2015
Surety given, other	0	634
	0	634

Danish companies in Ramboll Group are jointly liable for the income tax of the aggregate danish taxable income etc. The total amount is shown in the Annual Report for Ramboll Group A/S, which is the management company in relation to joint taxation.

15 Operational lease obligations

	31/12 2016	31/12 2015
Due within 1 year	318	461
Due within 1 to 5 years	134	452
	452	913

16 Related parties and ownership

Control:	Basis:
Rambøll Foundation, Copenhagen	Principal shareholder in Ramboll Group A/S
Ramboll Group A/S, Copenhagen	Owns 100% of the shares in Rambøll Management Consulting A/S

Other related parties:

The Management of the Company as well as group companies.

17 Remuneration for the auditors elected by the annual general meeting:
With reference to the Danish Financial Statements Act, Section 96, subsection 3, information about Remuneration for the auditors elected by the annual general meeting been left out. We refer to the consolidated annual accounts for Ramboll Group A/S.