
Körber Supply Chain DK A/S

Industrivej 8, DK-9510 Arden

Annual Report for 1 January - 31 December 2020

CVR No 61 62 87 11

The Annual Report was
presented and adopted at
the Annual General
Meeting of the Company on
28/05 2021

Palle Moldrup
Chairman of the General
Meeting



pwc

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Management's Statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Körber Supply Chain DK A/S for the financial year 1 January - 31 December 2020.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements give a true and fair view of the financial position at 31 December 2020 of the Company and of the results of the Company operations and cash flows for 2020.

In our opinion, Management's Review includes a true and fair account of the matters addressed in the Review.

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

Arden, 29 March 2021

Executive Board

Hans-Henrik Jensen
CEO

Board of Directors

Stephan Götttsche
Chairman

Andreas Ebert

Hans-Henrik Jensen

Independent Auditor's Report

To the Shareholder of Körber Supply Chain DK 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 2020 and of the results of the Company's operations and cash flows for the financial year 1 January - 31 December 2020 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of Körber Supply Chain DK A/S for the financial year 1 January - 31 December 2020, which comprise income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including a summary of significant accounting policies ("the 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 Management's Review

Management is responsible for Management's Review.

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

Based on the work we have performed, in our view, 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 in Management's Review.

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 misstate-

Independent Auditor's Report

ment, 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 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 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

Independent Auditor's Report

in a manner that gives a true and fair view.

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.

Trekantområdet, 29 March 2021

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab

CVR No 33 77 12 31

Jan Bunk Harbo Larsen
State Authorised Public Accountant
mne30224

Lasse Berg
State Authorised Public Accountant
mne35811

Company Information

The Company

Körber Supply Chain DK A/S
Industrivej 8
DK-9510 Arden

CVR No: 61 62 87 11

Financial period: 1 January - 31 December

Municipality of reg. office: Mariagerfjord

Board of Directors

Stephan Götttsche, Chairman
Andreas Ebert
Hans-Henrik Jensen

Executive Board

Hans-Henrik Jensen

Auditors

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
Herredsvej 32
DK-7100 Vejle

Financial Highlights

Seen over a five-year period, the development of the Company is described by the following financial highlights:

	2020 TDKK	2019 TDKK	2018 TDKK	2017 TDKK - 7months	2016/17 TDKK
Key figures					
Profit/loss					
Gross profit/loss	89.542	96.372	82.263	55.215	44.725
Profit/loss before financial income and expenses	-9.092	-4.874	-4.376	-20.538	2.722
Net financials	-525	-1.380	-187	492	-427
Net profit/loss for the year	-9.785	-15.660	-3.551	-15.843	1.115
Balance sheet					
Balance sheet total	163.280	127.586	130.974	85.255	112.990
Equity	8.581	18.366	34.027	37.578	53.420
Cash flows					
Cash flows from:					
including investment in property, plant and equipment	-3.584	-1.103	-1.351	-2.940	-689
Ratios					
Return on assets	-5,6%	-3,8%	-3,3%	-24,1%	2,4%
Solvency ratio	5,3%	14,4%	26,0%	44,1%	47,3%
Return on equity	-72,6%	-59,8%	-9,9%	-34,8%	2,2%

For definitions, see under accounting policies.

Management's Review

Financial Statements of Körber Supply Chain DK A/S for 2020 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to medium-sized enterprises of reporting class C.

The Annual Report has been prepared under the same accounting policies as last year.

Key activities

Körber Supply Chain DK's focuses on developing, producing and distributing innovative quality products and automation solutions for the optimization of internal logistics in selected businesses.

Development in the year

Summer 2020, the company changed its previous name Riantics A/S into Körber Supply Chain DK A/S. To bring together the group's comprehensive knowhow under one brand, all companies which were united under the umbrella brand Körber Logistics have become one; we call it "One Körber".

The company is continuing its growth path. During 2020, both order pipeline and actual order intakes improved significantly. In general, project business has increased in both scope and complexity without compromising profitability during execution; on the contrary profitability improved.

The business model of the company's project business combined with increased order intake has positively contributed to the company's cash flows from operating activities. Accordingly, previous years' intergroup financed cash-deficits have in one year turned into a cash-surplus position; improving net working capital significantly.

This is considered a very satisfactory development of the company.

Largely our expectations for 2020 have been met. The impacts from the Covid-19 crisis did challenge the company's performance ability, especially during worldwide national lockdowns in the spring 2020. However, in general the company has only lightly been affected by the pandemic.

Nevertheless, the pre-tax result for 2020 disappointingly landed at a deficit. At year-end, unforeseen and unexpected parent group initiatives presented the company with substantially increased remunerations for the company's benefits from being part of the Körber group. Disregarding those remunerations, the company would have recognized a positive pre-tax profit, showing its best result in five years.

Accordingly, this year's deficit is considered not satisfactory.

Management's Review

Capital resources

The company has adequate resources to secure its continued operations; both in relation to cash and financial borrowing facilities and IT/technical equipment. The current credit facilities are adequate to support next year's activity expectations.

Additionally, the company employs a variety of relevant competent employees and continuously onboards relevant key competences to ensure a balanced approach to the market expectations, cf. below.

To secure continued innovation of the company's product portfolio and processes, relevant R&D activities are organized and performed.

Targets and expectations for the year ahead

The market expectations are promising and the business synergies from being a part of an intra-logistics group prove increasingly rewarding.

Next year the company expects to continue its growth; both in terms of increased order intake, number of employees, revenues and profitability.

Moreover, the company's outlook for its cash position is expected to be continuously satisfactory.

The 2021 outlook assumes a stable development in the markets in which the company operates and a continued gradual recovery of the global economy after the Covid-19 crisis.

Uncertainty relating to recognition and measurement

Uncertainties mainly relate to the recognition and measurement of contract work in progress and trade receivables.

The computation of the carrying amount of certain assets and liabilities requires assessments, estimates and assumptions regarding future events. The estimates used are based on historical experience and other factors which by management are assessed to be reliable, but which by nature are associated with uncertainty. The assumptions may be incomplete or incorrect, and unexpected events or circumstances may arise.

Management's Review

Unusual events

The Covid-19 crisis significantly lowered the company's business activities during spring 2020, primarily due to national lockdowns worldwide. As countermeasures, the company proactively postponed investments and immediately employed cost prudence. Moreover, the company applied for and received government grants supporting the continued employment of its vital human resources. The company suffered no credit losses related to the covid-19 crisis.

After the pandemic's 'first wave', markets reopened at renewed strength. Accordingly, the company has only lightly been affected by the pandemic.

Apart from the above-mentioned event, the financial position at 31 December 2020 and the results of the activities and cash flows for the financial year 2020 have not been affected by any other unusual events.

Subsequent events

Recently, a certain sub-supplied, electrical part has shown indications of possible operating challenges in certain electrical environments. At the balance sheet date, however, the nature of the challenge was not yet fully known. Accordingly, any possible financial impact could not be reliably measured nor recognized.

This is still the case; external experts currently scrutinize the technical root cause. Based on the findings of those experts, it is management's belief that we will be able to take immediate measures to ensure the continued high-quality performance of the part in any electrical environment. Moreover, it is management's belief that the financial impact from such measures will not compromise the ambitious growth expectations of the company, cf. section "Targets and expectations for the year ahead".

Income Statement 1 January - 31 December

	Note	2020 TDKK	2019 TDKK
Gross profit/loss		89.542	96.372
Staff expenses	2	-93.451	-96.008
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment	3	-5.183	-5.238
Profit/loss before financial income and expenses		-9.092	-4.874
Financial income	4	534	492
Financial expenses	5	-1.059	-1.872
Profit/loss before tax		-9.617	-6.254
Tax on profit/loss for the year	6	-168	-9.406
Net profit/loss for the year		-9.785	-15.660
Proposed distribution of profit			
Retained earnings		-9.785	-15.660
		-9.785	-15.660

Balance Sheet 31 December

Assets

	Note	2020 TDKK	2019 TDKK
Completed development projects		3.481	4.630
Acquired patents		0	997
Goodwill		1.969	2.180
Development projects in progress		4.581	3.455
Intangible assets	7	10.031	11.262
Land and buildings		16.232	17.110
Plant and machinery		113	122
Other fixtures and fittings, tools and equipment		2.849	3.437
Prepayments for property, plant and equipment		2.372	0
Property, plant and equipment	8	21.566	20.669
Fixed assets		31.597	31.931
Raw materials and consumables		8.975	8.062
Finished goods and goods for resale		2.493	2.692
Prepayments for goods		309	2.221
Inventories		11.777	12.975
Trade receivables		41.681	51.547
Contract work in progress	9	30.417	26.063
Receivables from group enterprises		27.674	1.183
Other receivables		460	334
Prepayments	10	1.156	1.916
Receivables		101.388	81.043
Cash at bank and in hand		18.518	1.637
Currents assets		131.683	95.655
Assets		163.280	127.586

Balance Sheet 31 December

Liabilities and equity

	Note	2020 TDKK	2019 TDKK
Share capital		7.500	7.500
Revaluation reserve		1.674	1.773
Reserve for development costs		6.288	6.307
Retained earnings		-6.881	2.786
Equity	11	8.581	18.366
Provision for deferred tax	13	0	0
Other provisions	14	9.685	5.011
Provisions		9.685	5.011
Other payables		9.547	3.497
Long-term debt	15	9.547	3.497
Prepayments received from customers		0	357
Trade payables		26.328	14.732
Contract work in progress, liabilities	9	84.795	22.417
Payables to group enterprises		4.611	46.603
Other payables	15	19.733	16.603
Short-term debt		135.467	100.712
Debt		145.014	104.209
Liabilities and equity		163.280	127.586
Uncertainty in recognition and measurement	1		
Distribution of profit	12		
Contingent assets, liabilities and other financial obligations	18		
Related parties	19		
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Statement of Changes in Equity

	Share capital	Revaluation reserve	Reserve for development costs	Retained earnings	Total
	TDKK	TDKK	TDKK	TDKK	TDKK
2020					
Equity at 1 January	7.500	1.773	6.307	2.786	18.366
Development costs for the year	0	0	-19	19	0
Depreciation, amortisation and impairment for the year	0	-99	0	99	0
Net profit/loss for the year	0	0	0	-9.785	-9.785
Equity at 31 December	7.500	1.674	6.288	-6.881	8.581
2019					
Equity 1. januar	7.500	1.872	4.749	19.905	34.026
Development costs for the year	0	0	1.558	-1.558	0
Depreciation, amortisation and impairment for the year	0	-99	0	99	0
Net profit/loss for the year	0	0	0	-15.660	-15.660
Equity at 31 December	7.500	1.773	6.307	2.786	18.366

Cash Flow Statement 1 January - 31 December

	Note	2020 TDKK	2019 TDKK
Net profit/loss for the year		-9.785	-15.660
Adjustments	16	5.877	16.024
Change in working capital	17	94.814	-19.514
Cash flows from operating activities before financial income and expenses		90.906	-19.150
Financial income		534	492
Financial expenses		-1.057	-1.873
Cash flows from ordinary activities		90.383	-20.531
Corporation tax received		-168	3.192
Cash flows from operating activities		90.215	-17.339
Purchase of intangible assets		-1.624	-4.348
Purchase of property, plant and equipment		-3.584	-1.103
Cash flows from investing activities		-5.208	-5.451
Repayment of payables to group enterprises, net		-68.126	21.724
Cash flows from financing activities		-68.126	21.724
Change in cash and cash equivalents		16.881	-1.066
Cash and cash equivalents at 1 January		1.637	2.703
Cash and cash equivalents at 31 December		18.518	1.637
Cash and cash equivalents are specified as follows:			
Cash at bank and in hand		18.518	1.637
Cash and cash equivalents at 31 December		18.518	1.637

Notes to the Financial Statements

1 Uncertainty in recognition and measurement

The computation of the carrying amount of certain assets as deferred tax assets and work in progress and liabilities as warranty accruals requires assessments, estimates and assumptions regarding future events. The estimates used are based on historical experience and other factors which by Management are assessed to be reliable, but which by nature are associated with uncertainty. The assumptions may be incomplete or incorrect, and unexpected events or circumstances may arise.

	2020 TDKK	2019 TDKK
2 Staff expenses		
Wages and salaries	86.058	88.067
Pensions	6.298	6.542
Other social security expenses	1.095	1.399
	93.451	96.008
Average number of employees	149	151

Remuneration to the Executive Board has not been disclosed in accordance with section 98 B(3) of the Danish Financial Statements Act.

3 Depreciation, amortisation and impairment of intangible assets and property, plant and equipment

Amortisation of intangible assets	3.069	3.195
Depreciation of property, plant and equipment	2.114	2.043
	5.183	5.238

Notes to the Financial Statements

	2020 <u>TDKK</u>	2019 <u>TDKK</u>
4 Financial income		
Other financial income	22	23
Exchange adjustments	<u>512</u>	<u>469</u>
	<u>534</u>	<u>492</u>
5 Financial expenses		
Interest paid to group enterprises	200	297
Other financial expenses	<u>859</u>	<u>1.575</u>
	<u>1.059</u>	<u>1.872</u>
6 Tax on profit/loss for the year		
Current tax for the year	0	0
Deferred tax for the year	0	12.598
Adjustment of tax concerning previous years	168	1.356
Adjustment of deferred tax concerning previous years	<u>0</u>	<u>-4.548</u>
	<u>168</u>	<u>9.406</u>

Notes to the Financial Statements

7 Intangible assets

	Completed development projects TDKK	Acquired pa- tents TDKK	Goodwill TDKK	Development projects in progress TDKK
Cost at 1 January	5.718	28.280	3.660	3.455
Additions for the year	680	0	0	1.515
Disposals for the year	-357	0	0	0
Transfers for the year	389	0	0	-389
Cost at 31 December	<u>6.430</u>	<u>28.280</u>	<u>3.660</u>	<u>4.581</u>
Impairment losses and amortisation at 1 January	1.088	27.283	1.480	0
Amortisation for the year	<u>1.861</u>	<u>997</u>	<u>211</u>	<u>0</u>
Impairment losses and amortisation at 31 December	<u>2.949</u>	<u>28.280</u>	<u>1.691</u>	<u>0</u>
Carrying amount at 31 December	<u>3.481</u>	<u>0</u>	<u>1.969</u>	<u>4.581</u>

Development projects comprise costs related to software products.

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the company are recognized as intangible assets when the following criteria are met:

- it is technically feasible to complete the software product so that it is available for use;
- management intends to complete or sell the software product;
- there is an ability to use or sell the software product;
- it can be demonstrated how the software product will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software product are available; and
- the expenditure attributable to the software product during the development can be reliably measured.

Other development expenditures that do not meet these criteria are recognized as an expense as incurred. Development costs previously recognized as an expense are not recognized as an asset in a subsequent period

Notes to the Financial Statements

8 Property, plant and equipment

	Land and buildings	Plant and machinery	Other fixtures and fittings, tools and equipment	Prepayments for property, plant and equipment
	TDKK	TDKK	TDKK	TDKK
Cost at 1 January	31.576	1.752	11.644	0
Additions for the year	27	38	575	2.372
Cost at 31 December	31.603	1.790	12.219	2.372
Revaluations at 1 January	5.052	0	0	0
Revaluations at 31 December	5.052	0	0	0
Impairment losses and depreciation at 1 January	19.518	1.630	8.207	0
Depreciation for the year	905	47	1.163	0
Impairment losses and depreciation at 31 December	20.423	1.677	9.370	0
Carrying amount at 31 December	16.232	113	2.849	2.372
Revaluation less amortisation, depreci- ation and impairment losses	2.147	0	0	0
Carrying amount at 31 December before revaluations	14.085	113	2.849	2.372

9 Contract work in progress

	2020 TDKK	2019 TDKK
Selling price of work in progress	246.121	300.304
Payments received on account	-300.499	-296.658
	-54.378	3.646
Recognised in the balance sheet as follows:		
Contract work in progress recognised in assets	30.417	26.063
Prepayments received recognised in debt	-84.795	-22.417
	-54.378	3.646

Notes to the Financial Statements

10 Prepayments

Prepayments consist of prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

11 Equity

The share capital consists of 7,500 shares of a nominal value of TDKK 1,000. No shares carry any special rights.

12 Distribution of profit

	<u>2020</u> TDKK	<u>2019</u> TDKK
Retained earnings	-9.785	-15.660
	<u>-9.785</u>	<u>-15.660</u>

13 Provision for deferred tax

Provision for deferred tax at 1 January	0	-12.598
Amounts recognised in the income statement for the year	0	12.598
Provision for deferred tax at 31 December	<u>0</u>	<u>0</u>

14 Other provisions

General provisions is guarantee obligations concerning goods sold within sales and product sales which are delivered with one year's guarantee. The provisions are prepared based on previous years' experiences. Expectations are that the costs will be incurred within 12 months.

Other provisions	<u>9.685</u>	<u>5.011</u>
	<u>9.685</u>	<u>5.011</u>

Notes to the Financial Statements

15 Long-term debt

Payments due within 1 year are recognised in short-term debt. Other debt is recognised in long-term debt.

The debt falls due for payment as specified below:

	2020 TDKK	2019 TDKK
Other payables		
Between 1 and 5 years	9.547	3.497
Long-term part	9.547	3.497
Other short-term payables	19.733	16.603
	29.280	20.100

16 Cash flow statement - adjustments

Financial income	-534	-492
Financial expenses	1.059	1.872
Depreciation, amortisation and impairment losses, including losses and gains on sales	5.184	5.238
Tax on profit/loss for the year	168	9.406
	5.877	16.024

17 Cash flow statement - change in working capital

Change in inventories	-1.198	-3.066
Change in receivables	8.542	-6.995
Change in other provisions	4.674	1.154
Change in trade payables, etc	82.796	-10.607
	94.814	-19.514

Notes to the Financial Statements

	2020 TDKK	2019 TDKK
18 Contingent assets, liabilities and other financial obligations		
Charges and security		
The following assets have been placed as security with bankers:		
The guarantor has provided a guarantee in connection with projects in progress. Guarantees amounts at the balance sheet date to DKK:	73.496	31.066
Rental and lease obligations		
Unrecognised rental and lease commitments	2.121	3.378

19 Related parties

Basis

Controlling interest

Körber Suply Chain GmbH

Holds all company shares and therefore has a controlling interest in the Company.

Transactions

The Company has chosen only to disclose transactions which have not been made on an arm's length basis in accordance with section 98(c)(7) of the Danish Financial Statements Act.

With reference to section 98c of the Danish Financial Statements Act. 7, no transactions with related parties have been disclosed, as these have been conducted on market terms.

Consolidated Financial Statements

Name and registered office of the Parent preparing consolidated financial statements for the smallest group:

Name	Place of registered office
Körber AG	Hamburg, Germany

Notes to the Financial Statements

20 Accounting Policies

The Annual Report of Körber Supply Chain DK A/S for 2020 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to medium-sized enterprises of reporting class C.

The accounting policies applied remain unchanged from last year.

The Financial Statements for 2020 are presented in TDKK.

Consolidated financial statements

With reference to section 112 of the Danish Financial Statements Act and to the consolidated financial statements of Körber AG, the Company has not prepared consolidated financial statements.

Recognition and measurement

The Financial Statements have been prepared under the historical cost method.

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

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of 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 below.

Translation policies

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement. Where foreign exchange transactions are considered hedging of future cash flows, the value adjustments are recognised directly in equity.

Notes to the Financial Statements

20 Accounting Policies (continued)

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the rates at the time when the receivable or the debt arose are recognised in financial income and expenses in the income statement.

Fixed assets acquired in foreign currencies are measured at the transaction date rates.

Income Statement

Revenue

Revenue from the sale of goods is recognised when the risks and rewards relating to the goods sold have been transferred to the purchaser, the revenue can be measured reliably and it is probable that the economic benefits relating to the sale will flow to the Company.

Contract work in progress (construction contracts) is recognised at the rate of completion, which means that revenue equals the selling price of the work completed for the year (percentage-of-completion method). This method is applied when total revenues and expenses in respect of the contract and the stage of completion at the balance sheet date can be measured reliably, and it is probable that the economic benefits, including payments, will flow to the Company. The stage of completion is determined on the basis of the ratio between the expenses incurred and the total expected expenses of the contract.

Revenue is measured at the consideration received and is recognised exclusive of VAT and net of discounts relating to sales.

Expenses for raw materials and consumables

Expenses for raw materials and consumables comprise the raw materials and consumables consumed to achieve revenue for the year.

Other external expenses

Other external expenses comprise indirect production costs and expenses for premises, sales and distribution as well as the Company's administration, etc.

Gross profit/loss

With reference to section 32 of the Danish Financial Statements Act, gross profit/loss is calculated as a summary of revenue, other operating income, expenses for raw materials and consumables and other external expenses.

Notes to the Financial Statements

20 Accounting Policies (continued)

Staff expenses

Staff expenses comprise wages and salaries as well as payroll expenses.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

Other operating income and expenses

Other operating income and other operating expenses comprise items of a secondary nature to the main activities of the Company, including gains and losses on the sale of intangible assets and property, plant and equipment.

Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year.

Tax on profit/loss for the year

Tax for the year consists of current tax for the year and changes in deferred tax for the year. The tax attributable to the profit for the year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

Balance Sheet

Intangible assets

Development projects, patents and licences

Costs of development projects comprise salaries, amortisation and other expenses directly or indirectly attributable to the Company's development activities.

Development projects that are clearly defined and identifiable and in respect of which technical feasibility, sufficient resources and a potential future market or development opportunity in the enterprise can be demonstrated, and where it is the intention to manufacture, market or use the project, are recognised as intangible assets. This applies if sufficient certainty exists that the value in use of future earnings can cover cost of sales, distribution and administrative expenses involved as well as the development costs.

Capitalised development costs are measured at cost less accumulated amortisation and impairment losses or at a lower recoverable amount. An amount corresponding to the recognised development costs is allocated to the equity item "Reserve for development costs". The reserve comprises only development

Notes to the Financial Statements

20 Accounting Policies (continued)

costs recognised in financial years beginning on or after 1 January 2016. The reserve is reduced by amortisation of and impairment losses on the development projects on a continuing basis.

As of the date of completion, capitalised development costs are amortised on a straight-line basis over the period of the expected economic benefit from the development work. The amortisation period is 15 years.

Patents and licences are measured at cost less accumulated amortisation and less any accumulated impairment losses or at a lower value in use.

Patents are amortised over the remaining patent period or a shorter useful life. The amortisation period is years. Software licences are amortised over the period of the agreement, which is years.

Goodwill

Goodwill is amortised on a straight-line basis over the estimated useful life of years, determined on the basis of Management's experience with the individual business areas.

Property, plant and equipment

On acquisition land and buildings are measured at cost comprising the acquisition price and costs of acquisition. The cost of own constructed properties comprises the acquisition price and expenses directly related to the acquisition, including costs of acquisition and indirect expenses for labour, materials, components and suppliers up until the time when the asset is ready for use.

Interest expenses on loans contracted directly for financing the construction of properties are recognised in cost over the construction period.

After the initial recognition land and buildings are measured at fair value.

Fair value is the amount for which the property could be exchanged between knowledgeable, willing parties in an arm's length transaction on the balance sheet date. The determination of fair value involves material accounting estimates.

In Management's opinion the determination of fair value for the year was enabled through comparable market transactions and, consequently, valuation is based on the expected selling price of land and buildings.

Other property, plant and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Notes to the Financial Statements

20 Accounting Policies (continued)

Interest expenses on loans raised directly for financing the construction of property, plant and equipment are recognised in cost over the period of construction. All indirectly attributable borrowing expenses are recognised in the income statement.

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

Buildings	30-50 years
Plant and machinery	5-10 years
Other fixtures and equipment etc.	3-13 years

Depreciation period and residual value are reassessed annually.

Impairment of fixed assets

The carrying amounts of intangible assets and property, plant and equipment are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

If so, the asset is written down to its lower recoverable amount.

Inventories

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

The net realisable value of inventories is calculated at the amount expected to be generated by sale of the inventories in the process of normal operations with deduction of selling expenses. The net realisable value is determined allowing for marketability, obsolescence and development in expected selling price.

The cost of goods for resale, raw materials and consumables equals landed cost.

The cost of finished goods and work in progress comprises the cost of raw materials, consumables and direct labour with addition of indirect production costs. Indirect production costs comprise the cost of indirect materials and labour as well as maintenance and depreciation of the machinery, factory buildings and equipment used in the manufacturing process as well as costs of factory administration and management.

Receivables

Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

Notes to the Financial Statements

20 Accounting Policies (continued)

Contract work in progress

Contract work in progress is measured at selling price based on the stage of completion and the total estimated income from the individual contracts in progress. Usually, the stage of completion is determined as the ratio of actual to total budgeted consumption of resources.

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

Payments received on account are set off against the selling price. The individual contracts are classified as receivables when the net selling price is positive and as liabilities when the net selling price is negative.

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

Prepayments

Prepayments comprise prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

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.

Other provisions include warranty obligations in respect of repair work within the warranty period of 1-5. Provisions are measured and recognised based on experience with guarantee work. Provisions with an expected maturity exceeding 1 year from the balance sheet date are discounted at the average bond yield.

Deferred tax assets and liabilities

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets are measured at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax due to changes to tax rates are recognised in the income statement or in equity if the de-

Notes to the Financial Statements

20 Accounting Policies (continued)

ferred tax relates to items recognised in equity.

Current tax receivables and liabilities

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.

Financial debts

Debts are measured at amortised cost, substantially corresponding to nominal value.

Cash Flow Statement

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

Cash flows from operating activities

Cash flows from operating activities are calculated as the net profit/loss for the year adjusted for changes in working capital and non-cash operating items such as depreciation, amortisation and impairment losses, and provisions. Working capital comprises current assets less short-term debt excluding items included in cash and cash equivalents.

Cash flows from investing activities

Cash flows from investing activities comprise cash flows from acquisitions and disposals of intangible assets, property, plant and equipment as well as fixed asset investments.

Cash flows from financing activities

Cash flows from financing activities comprise cash flows from the raising and repayment of long-term debt as well as payments to and from shareholders.

Cash and cash equivalents

Cash and cash equivalents comprise "Cash at bank and in hand".

The cash flow statement cannot be immediately derived from the published financial records.

Notes to the Financial Statements

20 Accounting Policies (continued)

Financial Highlights

Explanation of financial ratios

Return on assets	$\frac{\text{Profit before financials} \times 100}{\text{Total assets}}$
Solvency ratio	$\frac{\text{Equity at year end} \times 100}{\text{Total assets at year end}}$
Return on equity	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$