

ANNUAL REPORT 2018

FOSS

Approved at General Meeting
May 27, 2019



Chairman of the General Meeting
Peter Alexander Foss

N. Foss & Co. A/S



ANALYTICS BEYOND MEASURE

N. FOSS & Co. AIS, Foss Allé 1, DK-3400 Hillerød,
Denmark CVR-No 87974618

N. Foss & Co. GROUP – Company overview

Parent Company:

N. Foss & Co. A/S, Denmark

Subsidiaries:

FOSS A/S, Denmark

FOSS Analytical

FOSS Analytical A/S, Denmark

FOSS Analytical Co Ltd., Ltd., China

Soft Flow Hungary Kft., Hungary

FOSS S.A., Argentina

FOSS do Brasil Instrumentos Analiticos e Soluces Dedicades Ltda, Brasil

FOSS Northern Europe

FOSS GmbH, Germany

FOSS Benelux B.V., Netherlands

FOSS Benelux N.V., Belgium

Beijing FOSS Technical Services, Ltd., China

FOSS Britain & Ireland

FOSS Ireland Ltd., Ireland

FOSS UK Ltd., United Kingdom

FOSS Centro America S.A. de C.V., Mexico

FOSS Electric Espanã S.A.; Spain

FOSS France S.A.S, France

FOSS India Private Limited, India

FOSS Italia S.r.l., Italy

FOSS Japan Ltd., Japan

FOSS Korea Ltd., Republic of Korea

FOSS Nordic A/S, Denmark

FOSS North America, Inc., United States

FOSS Pacific

FOSS Pacific Pty Ltd , Australia

FOSS Pacific (NZ) Ltd, New Zealand

FOSS Peru Soluciones SAC, Peru

FOSS Polska Sp. z o.o., Poland

FOSS Electric LLC, Russia

FOSS South East Asia Co., Ltd., Thailand

FOSS Viet Nam JSC., Vietnam

NFCO 1 A/S, Denmark

Addit Skov ApS, Denmark

Ibsen Photonics A/S, Denmark

Au2mate A/S, Denmark

Au2mate International ApS, Denmark

Au2mate Process Automation Partner Sverige AB, Sweden

Process Automation Partner FZ-LLC, UAE

Au2mate Ltd., United Kingdom

Au2mate Norge A/S, Norway

Branches/Representative Offices:

FOSS Austria

FOSS Canada

FOSS Portugal

FOSS Sweden

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Statement by Management on the annual report

The Board of Directors and the Executive Board have today considered and approved the annual report of N. Foss & Co. A/S for the financial year 1 January to 31 December 2018.

The annual report is presented in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31 December 2018 and of their financial performance as well as the consolidated cash flow for the financial year 1 January to 31 December 2018.

We believe that the management commentary contains a fair review of the affairs and conditions referred to therein.

We recommend the annual report for adoption at the Annual General Meeting.

Hillerød, March 22, 2019

Executive Board



Nils Christian Foss
President

Board of Directors



Peter Alexander Foss
Chairman



Nils Christian Foss



Pernille Foss
Vice Chairman



Peter Henrik Kürstein-Jensen

Independent auditor's report

To the shareholders of N. Foss & Co. A/S

Opinion

We have audited the consolidated financial statements and the parent financial statements of N. Foss & Co. A/S for the financial year 01.01.2018 - 31.12.2018, which comprise the income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for the Group as well as the Parent, and the consolidated cash flow statement. The consolidated financial statements and the parent financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31.12.2018, and of the results of their operations and the consolidated cash flows for the financial year 01.01.2018 - 31.12.2018 in accordance with the Danish Financial Statements Act.

Basis for opinion

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

Management's responsibilities for the consolidated financial statements and the parent financial statements

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

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

Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements

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

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Statement on the management commentary

Management is responsible for the management commentary.

Our opinion on the consolidated financial statements and the parent financial statements does not cover the management commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements and the parent financial statements, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the consolidated financial statements and the parent financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the management commentary provides the information required under the Danish Financial Statements Act.

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

Copenhagen, March 22, 2019

Deloitte

Statsautoriseret Revisionspartnerselskab
Business Registration No 33 96 35 56

	
Kirsten Aaskov Mikkelsen	Nikolaj Thomsen
State-Authorised	State-Authorised
Public Accountant	Public Accountant
MNE No. 21358	MNE No. 33276

Management Commentary

Financial Highlights - Group

	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
	MDKK	MDKK	MDKK	MDKK	MDKK
Key Figures					
Income Statement					
Revenue	2,342	2,275	2,159	2,037	1,741
Operating Profit	518	561	490	373	304
Net financial items	-106	113	115	66	131
Profit for the year	298	510	461	317	314
Balance sheet					
Total Assets	3,462	3,349	3,289	3,079	2,826
Equity	2,755	2,716	2,650	2,530	2,327
Cash Flow					
Cash Flow from:					
- Operating activities	506	619	451	399	223
- Investment activities	-223	-9	-154	27	-42
hereof investments in tangible and intangible assets	-140	-9	-33	-23	-42
- financing activities	-255	-461	-317	-157	-166
Net cash flow	28	149	-20	269	15
Number of employees, average	1,570	1,441	1,403	1,401	1,366
Ratios					
Operating profit for the year vs. Revenue	22.1%	24.7%	22.7%	18.3%	17.4%
Return on Investments	15.0%	16.8%	14.9%	12.1%	10.7%
Solvency ratio	79.6%	81.1%	80.6%	82.2%	82.2%
Return on equity	10.9%	19.0%	17.8%	13.0%	13.9%

Management Commentary

The FOSS Mission

We contribute to the sustainable use of our planet's agricultural resources and thus to the nutrition and health of the people of the world.

We provide analytics beyond measure to add value to our customers by improving quality and optimising food and agricultural production.

The parent company's main activity is the ownership of the FOSS A/S group, Ibsen Photonics A/S, Au2mate A/S and management of the excess liquidity.

Subsidiaries

The Group has companies worldwide with R&D, manufacturing and marketing companies in Denmark, Hungary and China and sales & service companies in most European countries, North and South America, Asia and Oceania.

The Group achieved approx. 98% of the revenue outside Denmark.

Research and Development Activities

The effort within Research & Development for generating new products and further development of existing products constitutes an important part of our values. In 2018 the Group spent 10% of its revenue on product development to ensure that our leading position is kept. Consequently a number of product improvements are constantly being developed whilst the product development constantly results in the introduction of new products to both new as well as existing customer segments.

Activities

The FOSS group creates end-to-end solutions that secure and improve food quality. From raw material to finished product. The analysis instruments refine measurements into information management that enables business to run intelligent data-driven productions with less waste and bigger yields.

Ibsen Photonics produces and sell spectrometers, which are optical instruments that measure the color content of light. As part of this, Ibsen Photonics also produce grading for directing and separating light.

Au2mate was included in the Group as from November 1, 2018. Au2mate develops and supplies automation and industrial IT solutions for the process industry in Denmark and abroad. Au2mate covers the entire range from complete automation and IT projects to consultancy services and advisory assistance.

External Environment

Our Group complies with local requirements and standards and most often at a higher standard than required. We currently do not have, nor in recent times have had, court cases related to environmental matters. FOSS is ISO certified in the majority of the group companies.

Corporate Social Responsibility (CSR)

Sustainability is core to our business. The technology offered enables companies to better manage and action data throughout the production process reducing wastage and producing larger yields. We also believe in acting ethically and responsibly in our dealings with customers, suppliers, employees, the community and other stakeholders. The FOSS group supports the UN Global Compact - the world's largest corporate sustainability initiative. As an active member, FOSS is committed to align strategies with the Compact's ten principles on human rights, labor, the environment and anti-corruption; and advancing broader societal goals such as the UN Sustainable Development Goals. Each year FOSS produces an annual sustainability report to communicate progress against the Compact's ten principles.

FOSS is also a member of the SEDEX initiative, the world's largest collaborative platform for sharing responsible sourcing data on supply chains. Every 2-3 years our facilities are subjected to 3rd party best practice audits against criteria in the areas of health and safety, labor standards, the environment and business ethics. We use the results to drive continuous improvements and communicate our sustainability performance to key customers.

Diversity and inclusiveness

Diversity provides a number of benefits to our company. It provides different ways of thinking, enhances creativity and gives an understanding of local markets. As a company, our position is that people should be judged only on their merits and abilities. We have developed a sustainability policy, which guarantees equal opportunities in regards to recruitment, advancement, job training and salary. All employees will have the same opportunities regardless of gender, age, race, ethnicity, sex, religion, sexual orientation, etc. Personal privacy will be respected; discrimination and verbal or psychological harassment will not be tolerated. We communicate our policy on equal opportunities internally, as well as externally through our website and in recruitment.

Our Sustainability report provides additional information on how we ensure that we have a diverse and inclusive workplace. <https://www.fossanalytics.com/en/about-foss/sustainability>

Our position extends to the board of directors as well. We select the best candidate based on the experience, capabilities and knowledge they bring to the position regardless of race, gender, age, ethnicity, sexual orientation, etc. Our target is to have a board composition of 15% of the underrepresented gender, at present that figure is 25%.

Knowledge

Development, production and marketing of high technology analytical solutions demand highly skilled employees. In order to preserve the Group's ability to satisfy our global customers' demand for dedicated analytical solutions it is a prerequisite that we maintain the extensive specialist knowledge and other competencies which are deeply rooted in the organization. This is ensured through continued maintenance, education and recruiting of competent and dynamic employees on all levels. Considerable resources are used in order to create an internal environment, which makes this possible.

Employees

The results achieved are to a high extent the result of dedicated effort and constructive attitude from all the employees. The employees in the entire Group are thanked for their excellent efforts.

On average the N. Foss & Co. A/S group had 1,570 employees in 2018 (1,441 in 2017).

Risk

Operating Risk

The main operating risk for the group concerns the ability to be strongly positioned in the market and at the cutting edge of the technological development for end-to-end solutions that secure and improve food quality.

The Company has reduced the usual operating risk by entering into longer-term contracts with key suppliers for delivery of components that are a part of production in the aim of securing a stable supply and a higher predictability in price development.

Financial risk

The financial risk is primarily related to changes in shares, currency exchange rates and interest level. The currency risk is primarily covered by use of currency exchange hedging agreements. Cash flow in production companies and payments from sales companies are hedged 12 months ahead.

Investment of free liquidity in the parent company is placed in bonds and shares in accordance with the strategy determined by the Board of Directors. To be able to handle the elements of risk on shares and bonds certain limits for the individual investment groups are taken into account when acting on the markets. Furthermore a breakdown within the groups has taken place in order to secure a spread on the exposure on time frame and geographical areas. Short term liquidity is placed on short term deposits or corresponding fast realizable instruments.

Credit risk

The main credit risk for the Group derives from ordinary customer transactions with restrictive guidelines for trade with new customers and customers located in zones of particular high credit risk while trade with known and credit rated customers are completed on accommodative conditions. These conditions have historically resulted in very few losses on debtors.

Development in activities and financial conditions

The group revenue in 2018 grew 3% to DKK 2,342 million (DKK 2,275 million in 2017). Adjusting for currency impacts and acquisition/divestment of group undertakings, the organic growth was 6%.

Overall the underlying business within the area of dedicated analytical solutions to food and agriculture has increased more than the overall strategic growth targets of the Group and the estimated growth rates in the market.

On November 1, 2018 51% of the shares in Au2mate A/S was acquired and from this date included in the group reporting.

The N. Foss & Co. group's development and manufacturing activities are in Hillerød (Denmark), Pécs (Hungary) and Suzhou (China).

New sales and service companies have been established in Thailand and Vietnam.

Gross Profit for the Group has increased 2% to DKK 1,401 million (DKK 1,369 million in 2017).

Operating profit amounts to DKK 518 million (DKK 561 million in 2017). The decrease in operating profit is influenced by purposely-higher fixed costs in the FOSS group related to scaling of infrastructure as well as expansion of the sales force from which leveraged is expected to be obtained in the coming years.

Return from shares and bonds amounts to a loss of DKK 74 million (gain of DKK 122 million in 2017) – equal to a return ratio of -4.3% (+7.8% in 2017).

Financial items are negatively impacted due to adjustments of intergroup loans in the South American group companies.

Ordinary profit before tax decreased 39% and amounts DKK 412 million (DKK 674 million in 2017). The profit is in alignment with latest announced expectations if corrected for the variance in yield from shares and bonds.

Operating profit in the parent company was in 2018 a loss of DKK 26 million (loss of DKK 2 million in 2017).

Profit for the year after tax amounts DKK 298 million which is a decrease from DKK 510 million.

The result leads to a return on equity of 11% (19% in 2017) and a solvency ratio of 80% (81% in 2017).

Cash from operating activities amount DKK 506 million compared to DKK 619 million in 2017. Net investments in fixed assets amount DKK 223 million (DKK 9 million in 2017). Cash from operating and investment activities amounts DKK 283 million (DKK 610 million in 2017).

Uncertainty relating to recognition and measurement

There is no significant uncertainty related to the annual report according the management.

Unusual circumstances

The annual report is not impacted by any unusual circumstances.

Expected development

It is the expectation that the coming year will continue to yield both growth in revenue and profitability.

Income Statement

	<u>Notes</u>	<u>Group</u>		<u>Parent</u>	
		<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
		MDKK	MDKK	MDKK	MDKK
Revenue	1	2,342	2,275	-	-
Change in inventories of finished goods and work in progress		-14	-4	-	-
Other operating income		5	5	-	-
Cost of raw materials and consumables		-586	-569	-	-
Other external expenses		-346	-338	-3	-2
Gross Profit		1,401	1,369	-3	-2
Staff costs	2	-815	-763	-	-
Earnings before depreciation and interest		586	606	-3	-2
Depreciation, amortisation and impairment losses	3	-68	-45	-23	-
Operating profit		518	561	-26	-2
Income from investments in group enterprises	4	-	-	381	420
Other financial income	5	19	135	13	131
Other financial expenses	6	-125	-22	-87	-12
Profit from ordinary activities before tax		412	674	282	537
Tax on profit for the year	7	-113	-164	17	-27
Profit before minority share		299	510	298	510
Minority interests after tax		-1	-	-	-
Profit for the year	8	298	510	298	510

Balance Sheet

Assets	Notes	<u>Group</u>		<u>Parent</u>	
		<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
		MDKK	MDKK	MDKK	MDKK
Goodwill		60	15	-	-
Customer base		29	-	-	-
Software and patents		7	10	-	-
Intangible assets	9	96	25	-	-
Land and buildings		284	315	12	35
Plant and machinery		11	12	-	-
Other fixtures, fittings, tools and equipment		28	25	-	-
Leasehold improvements		3	3	-	-
Buildings under construction		130	14	-	-
Tangible assets	10	456	369	12	35
Investment in group enterprises	11	-	-	1,076	1,073
Financial assets		-	-	1,076	1,073
Fixed assets		552	394	1,088	1,108
Inventories	12	254	261	-	-
Trade receivables	13	461	439	-	-
Contract work in progress	14	9	-	-	-
Other short-term receivables	15	49	48	2	2
Income tax receivable		92	109	-	3
Receivables from joint taxation		-	-	95	93
Deferred tax asset	16	46	44	-	-
Prepayments	17	15	31	-	-
Receivables		672	671	97	98
Other investments		1,629	1,792	1,629	1,792
Cash and cash equivalents		355	231	-	-
Current assets		2,910	2,955	1,726	1,890
Assets		3,462	3,349	2,814	2,998

Balance Sheet

Liabilities

		<u>Group</u>		<u>Parent</u>	
	<u>Notes</u>	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
		MDKK	MDKK	MDKK	MDKK
Contributed capital	18	5	5	5	5
Revaluation Reserve		-	-	53	130
Retained earnings		2,735	2,708	2,682	2,578
Minority interests		15	3	-	-
Equity		2,755	2,716	2,740	2,713
Provision for deferred tax	19	18	10	-	-
Other provisions	20	40	41	-	-
Provisions		58	51	-	-
Non-current liabilities other than provisions	21	4	12	-	-
Prepayments received from customers	14	28	25	-	-
Trade payables		165	143	-	-
Payables to group enterprises		-	-	47	277
Income tax payable		106	116	19	-
Payables joint taxation		-	-	7	7
Other payables		225	210	1	1
Deferred income	22	121	76	-	-
Current liabilities other than provisions		645	570	74	285
Liabilities other than provisions		649	582	74	285
Equity and liabilities		3,462	3,349	2,814	2,998
Contingent assets and liabilities	24				
Fee to auditors appointed at the general meeting	25				
Related parties	26				
Ownership	27				

Statement of Changes in Equity

Group

Changes in Equity 2018	Contributed capital	Retained earnings	Proposed dividend	Total	Minority interests	Total
	MDKK	MDKK	MDKK	MDKK	MDKK	MDKK
Equity beginning of year	5	2,708	-	2,713	3	2,716
Ordinary dividend paid	-	-	-	-	-1	-1
Extra ordinary dividend paid	-	-255	-	-255	-	-255
Exchange rate adjustments	-	7	-	7	-	7
Cash flow hedge, net of tax	-	-23	-	-23	-	-23
Other adjustments	-	-	-	-	12	12
Profit for the year	-	298	-	298	1	299
Equity end of year	5	2,735	-	2,740	15	2,755

Changes in Equity 2017	Contributed capital	Retained earnings	Proposed dividend	Total	Minority interests	Total
	MDKK	MDKK	MDKK	MDKK	MDKK	MDKK
Equity beginning of year	5	2,182	461	2,648	2	2,650
Ordinary dividend paid	-	-	-461	-461	-1	-462
Exchange rate adjustments	-	-10	-	-10	-	-10
Cash flow hedge, net of tax	-	26	-	26	-	26
Other adjustments	-	-	-	-	2	2
Profit for the year	-	510	-	510	-	510
Equity end of year	5	2,708	-	2,713	3	2,716

Statement of Changes in Equity

Parent Company

Changes in Equity 2018	Contributed capital	Reserve for net revaluation according to the equity method	Retained earnings	Proposed dividend	Total
	MDKK	MDKK	MDKK	MDKK	MDKK
Equity beginning of year	5	130	2,578	-	2,713
Extra ordinary dividend paid	-	-	-255	-	-255
Dividend received from subsidiaries	-	-442	442	-	-
Exchange rate adjustments	-	7	-	-	7
Cash flow hedge, net of tax	-	-23	-	-	-23
Profit for the year	-	381	-83	-	298
Equity end of year	5	53	2,682	-	2,740

Changes in Equity 2017	Contributed capital	Reserve for net revaluation according to the equity method	Retained earnings	Proposed dividend	Total
	MDKK	MDKK	MDKK	MDKK	MDKK
Equity beginning of year	5	96	2,086	461	2,648
Ordinary dividend paid	-	-	-	-461	-461
Dividend received from subsidiaries	-	-402	402	-	-
Exchange rate adjustments	-	-10	-	-	-10
Cash flow hedge, net of tax	-	26	-	-	26
Profit for the year	-	420	90	-	510
Equity end of year	5	130	2,578	-	2,713

Consolidated Cash Flow Statement

		Group	
	Notes	2018	2017
		MDKK	MDKK
Operating profit		518	561
Depreciation, amortization and impairment losses		68	45
Other adjustments	23	-9	3
Cash flows from operating activities before changes in working capital		577	609
Change in inventories		9	1
Change in trade receivables and other receivables		-42	-20
Change in trade payables and other debt		64	-42
Exchange rate adjustments		5	22
Change in working capital		36	-38
Cash flows from operating activities before financial income and expenses and tax		613	571
Net financial items received / paid		-1	219
Income taxes refunded / paid		-106	-171
Cash flows from operating activities		506	619
Acquisition, sales etc of property, plant and equipment, net		-140	-9
Acquisition of companies		-83	-
Cash flows from investments activities		-223	-9
Cash flows from operating and investment activities		283	610
Dividend paid		-255	-461
Cash flows from financing activities		-255	-461
Increase / decrease in cash and cash equivalents		28	149
Cash and Cash equivalents beginning of year		2,023	2,025
Currency translation adjustments of cash and cash equivalents		38	-46
Unrealized gain / loss on shares and bonds		-105	-105
Cash and Cash equivalents end of year		1,984	2,023

Notes to the Annual Report

	<u>Group</u>		<u>Parent</u>	
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
	MDKK	MDKK	MDKK	MDKK
1 Revenue				
Geographical markets				
EU countries	940	887	-	-
Other countries	1,402	1,388	-	-
Total	2,342	2,275	-	-

Management believes that a break-down of revenue on segments / activities may create a competitive unwanted attention and focus on its core areas. The information may contribute to competing enterprises' strategic decision-making and thus the Company will suffer significant injury.

As a result, the Group, pursuant to section 96 (3) of the Danish Financial statements Act, chooses not to disclose this information.

2 Staff costs

Wages and salaries	719	674	-	-
Pensions	23	22	-	-
Other social security expenses	73	67	-	-
	815	763	-	-
Herof salaries and wages for Executive Board and Board of Directors				
Board of Directors	1	1	-	-
	1	1	-	-

Remuneration to the Board of Directors consist of salary from parent company as well as subsidiaries. Furthermore car has been provided for the Chairman of the Board.

No remuneration has been paid to the President for 2018 nor 2017.

Average number of employees	1,570	1,441	-	-
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Notes to the Annual Report

	<u>Group</u>		<u>Parent</u>	
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
	MDKK	MDKK	MDKK	MDKK
3 Depreciation, amortization and impairment losses				
Goodwill	7	7	-	-
Customer base	1	-	-	-
Software and patents	8	7	-	-
Land and Buildings	34	11	23	-
Plant and Machinery	5	4	-	-
Other fixtures, fittings, tools and equipment	12	14	-	-
Leasehold improvements	1	2	-	-
	68	45	23	-
4 Income from investments in group enterprises				
Share of earnings from subsidiaries	-	-	389	423
Goodwill amortization	-	-	-8	-3
	-	-	381	420
5 Other financial income				
Interest received	4	4	2	3
Exchange rate adjustment	4	3	-	-
Dividend income and gain on shares and bonds	11	128	11	128
	19	135	13	131
6 Other financial expenses				
Interest paid	-	3	-	-
Interest paid to affiliated companies	-	-	2	4
Exchange rate adjustment	40	13	-	2
Losses on shares and bonds	85	6	85	6
	125	22	87	12

Notes to the Annual Report

	<u>Group</u>		<u>Parent</u>	
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
	MDKK	MDKK	MDKK	MDKK
7 Tax on profit for the year				
Corporation tax for the year	112	159	-17	27
Deferred tax for the year	-	4	-	-
Adjustments to previous years	1	1	-	-
Tax for the year	113	164	-17	27
Deferred tax assets				
Deferred tax beginning of the year	44	51	-	-
Adjustments in Profit & Loss	-4	-4	-	-
Adjustments in Equity	6	-1	-	-
Currency adjustments	-	-2	-	-
Deferred tax end of year	46	44	-	-
Provisions for deferred tax				
Provisions for deferred tax beginning of the year	10	4	-	-
Adjustments in Profit & Loss	2	-1	-	-
Adjustments in Equity	6	7	-	-
Provisions for deferred tax end of year	18	10	-	-
8 Proposed distribution of profit				
Reserve for net revaluation according to the equity method			381	420
Retained earnings			-83	90
			298	510
Dividend distributed after the balance sheet date				
Extra ordinary dividend			200	255

Notes to the Annual Report

9 Intangible Assets

Group	Goodwill	Customer base	Software and Patents
	MDKK	MDKK	MDKK
Cost beginning of year	44	-	63
Additions for the year	52	30	5
Cost end of year	96	30	68
Amortization and impairment losses beginning of year	29	-	53
Amortization for the year	7	1	8
Amortization and impairment losses end of year	36	1	61
Carrying amount end of year	60	29	7

10 Tangible Assets

Group	Land and buildings	Plant and machinery	Other fixtures, fittings, tools and equipment	Leasehold improvements	Buildings under construction
	MDKK	MDKK	MDKK	MDKK	MDKK
Cost beginning of year	428	45	169	10	14
Exchange adjustment	-	-	-1	-1	-
Additions for the year	3	5	18	2	116
Disposals for the year	-	-3	-10	-	-
Cost end of year	431	47	176	11	130
Depreciation and write down beginning of year	113	33	144	7	-
Depreciation for the year	11	5	12	1	-
Write down for the year	23	-	-	-	-
Depreciation of sold assets for the year	-	-2	-8	-	-
Depreciation end of year	147	36	148	8	-
Carrying amount end of year	284	11	28	3	130

Write down is related to disposal of buildings after balance sheet date.

Notes to the Annual Report

Parent	Land and buildings
	MDKK
Cost beginning of year	35
Cost end of year	<u>35</u>
Depreciation beginning of year	-
Write down for the year	23
Depreciation end of year	<u>23</u>
Carrying amount end of year	<u>12</u>

Investments in land and buildings are located in Denmark.

11 Investments in group enterprises

	2018	2017
	MDKK	MDKK
Cost beginning of year	943	943
Additions for the year	81	-
Cost end of year	<u>1,024</u>	<u>943</u>
Revaluations beginning of year	130	96
Dividend received	-442	-402
Amortization on goodwill	-8	-3
Cash flow hedge, net of tax	-17	16
Profit for the year	389	423
Revaluations end of year	<u>52</u>	<u>130</u>
Carrying amount end of year	<u>1,076</u>	<u>1,073</u>
Goodwill and Customer base included in the above amounts to	89	15

Shares in subsidiaries:

	Country	Ownership	Share capital
FOSS A/S	Denmark	100%	MDKK 98.0
Ibsen Photonics A/S	Denmark	85%	TDKK 6.857
Au2mate A/S	Denmark	51%	TDKK 3.000
NFCO 1 A/S	Denmark	100%	TDKK 1.200

Notes to the Annual Report

	<u>Group</u>		<u>Parent</u>	
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
	MDKK	MDKK	MDKK	MDKK
12 Inventories				
Rawmaterials and consumables	95	88	-	-
Work in progress	43	49	-	-
Manufactured goods and goods for resale	116	124	-	-
	254	261	-	-
13 Trade receivables				
Of the total accounts receivables the following amount falls due for payment more than 1 year after year end.	1	1	-	-
14 Contract work in progress				
Selling price of work in progress	77	-	-	-
Payments received on account	-69	-	-	-
	8	-	-	-
Recognised in the balance sheet as follows:				
Contract work in progress recognised in assets	9	-	-	-
Prepayments received recognised in debt	-1	-	-	-
	8	-	-	-
15 Other short-term receivables				
Deposits	13	12	-	-
Leasing receivables	2	1	-	-
Other receivables	34	35	2	2
	49	48	2	2

Notes to the Annual Report

	<u>Group</u>		<u>Parent</u>	
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
	MDKK	MDKK	MDKK	MDKK
16 Deferred tax assets				
Fixed Assets	2	1	-	-
Inventories	22	26	-	-
Receivables	-	1	-	-
Provisions	11	9	-	-
Prepayments and accruals	11	7	-	-
	46	44	-	-
17 Prepayments				
Recognition of gain regarding forward exchange contracts	-	18	-	-
Other prepayments	15	13	-	-
	15	31	-	-
18 Contributed capital				
Contributed capital is composed as follows:				
<u>A-shares:</u>				
760,741 units of DKK 1				
460 units of DKK 1,000	1	1	1	1
<u>B-shares:</u>				
2,417,254 units of DKK 1				
1,840 units of DKK 1000	4	4	4	4
	5	5	5	5

There has not been any capital changes the last 5 years.

Notes to the Annual Report

	<u>Group</u>		<u>Parent</u>	
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
	MDKK	MDKK	MDKK	MDKK
19 Provisions for deferred tax				
Fixed assets	18	6	-	-
Inventories	-	4	-	-
Receivables	-	1	-	-
Provisions	-	-3	-	-
Deferred tax related to cash flow hedge	-	2	-	-
	18	10	-	-
20 Other provisions				
Provisions for pensions etc	20	23	-	-
Provisions for warranty	20	18	-	-
	40	41	-	-
21 Non-current liabilities other than provisions				
All long term debt falls due between 1 and 5 years	4	12	-	-
22 Deferred income				
Service contracts	87	76	-	-
Recognition of loss regarding forward exchange contracts	34	-	-	-
	121	76	-	-
23 Other adjustments				
Change in other provisions	-1	3	-	-
Exchange adjustments	-	-5	-	-
Change in long term debt	-8	5	-	-
	-9	3	-	-

Notes to the Annual Report

	<u>Group</u>		<u>Parent</u>	
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
	MDKK	MDKK	MDKK	MDKK
24 Contingent assets and liabilities				
Contingent assets				
Value of non recognized tax losses carried forward	15	17	-	-
Value of non recognized tax losses carried forward on loss on properties	8	8	-	-
	23	25	-	-
Contingent liabilities				
Leases related to offices	24	14	-	-
Other lease commitments	42	43	-	-
Securities and guarantees	7	5	-	-
	73	62	-	-
Guarantees etc.:				
Purchase obligations for long-term delivery from suppliers do not exceed	156	144	-	-
Gross contingent liabilities in relation to liability for participations	-	-	-	-
Security concerning credit cards issued in subsidiaries	2	2	-	-

The Company and its Danish subsidiaries are a part of a Danish joint taxation and the Company is the administrative entity. From 1st July 2012 the company is liable for potential obligations for withholding taxes on interest, royalties and dividends and from 1st January 2013 for company taxes within the joint taxation according to the company taxation law.

Notes to the Annual Report

	<u>Group</u>		<u>Parent</u>	
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
	MDKK	MDKK	MDKK	MDKK
24 Contingent assets and liabilities, continued				
Forward exchange coverage:				
The following forward exchange contracts have been taken out:				
Contract value:				
Sales contracts. Expires within one year	661	613	-	-
Purchase contracts. Expires within one year	-104	-84	-	-
Net value	557	529	-	-
Sales contracts. Expires within two years	77	82	-	-
Net value	77	82	-	-
An unrealized gain is included in prepayments	-	18	-	-
An unrealized loss is included in deferred income	34	-	-	-
25 Fee to auditors appointed at the general meeting in the parent company				
Fee for statutory audit	3	3	-	-
Tax advice	1	1	-	-
Other services	1	1	-	-
Fee	5	5	-	-

Notes to the Annual Report

26 Related parties

The members of the Executive Board and Board of Directors are considered *related parties* following their positions in the Company.

Transactions with related parties are based on market price (arm's length).

27 Ownership

All shares are owned by:

Dorte Grete Foss, Rudersdal, Denmark
Nils Christian Foss, Gentofte, Denmark
Pernille Foss, Fredensborg, Denmark
Peter Alexander Foss, Gentofte, Denmark
Clara Frederikke Foss, Copenhagen, Denmark

Each shareholder holds more than 5% of the voting rights and/or of the contributed capital.

Accounting Principles

Basis of preparation

This annual report has been prepared in accordance with the provisions of the Danish Financial Statements Act governing reporting class C enterprises (large).

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

The annual report is prepared in DKK million.

Recognition and measurement

Assets are recognized in the balance sheet when it is probable as a result of a prior event that future economic benefits will flow to the Group, and the value of the assets can be measured reliably.

Liabilities are recognized in the balance sheet when the Group has a legal or constructive obligation as a result of a prior event, and it is probable that future economic benefits will flow out of the Group, and the value of the liabilities can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Measurement subsequent to initial recognition is effected as described below for each financial statement item.

Anticipated risks and losses that arise before the time of presentation of the annual report and that confirm or invalidate affairs and conditions existing at the balance sheet date are considered at recognition and measurement.

Income is recognized in the income statement when earned, whereas costs are recognized by the amounts attributable to this financial year.

Consolidated financial statements

The consolidated financial statements comprise N. Foss & Co. A/S (Parent) and the group enterprises (subsidiaries) that are controlled by the Parent. Control is achieved by the Parent, either directly or indirectly, holding more than 50% of the voting rights or in any other way possibly or actually exercising controlling influence. Enterprises in which the Group, directly or indirectly, holds between 20% and 50% of the voting rights and exercises significant, but not controlling influence are regarded as associates. Companies in which N. Foss & Co. A/S does not have determining influence but owns 50% are prorated line by line consolidated.

Basis of Consolidation

The consolidated financial statements are prepared on the basis of the financial statements of N. Foss & Co. A/S and its subsidiaries. The consolidated financial statements are prepared by combining uniform items. On consolidation, intra-group income and expenses, intra-group accounts and dividends as well as profits and losses on transactions between the consolidated enterprises are eliminated. The financial statements used for consolidation have been prepared applying the Group's accounting policies.

Subsidiaries' financial statement items are recognized in full in the consolidated financial statements. Minority interests' pro rata shares of the profit/loss and the net assets are disclosed as separate items in the income statement and the balance sheet, respectively.

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

Profits or losses from divestment of equity investments

Profits or losses from divestment or winding-up of subsidiaries are calculated as the difference between selling price or settlement price and the carrying amount of the net assets at the time of divestment or winding-up, inclusive of non-amortized goodwill and estimated divestment or winding-up expenses.

Foreign currency translation

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

When recognizing foreign subsidiaries and associates that are independent entities, the income statements are translated at average exchange rates for the months that do not significantly deviate from the rates at the transaction date. Balance sheet items are translated using the exchange rates at the balance sheet date. Goodwill is considered as belonging to the independent foreign entity and is translated using the exchange rate at the balance sheet date. Exchange differences arising out of the translation of foreign subsidiaries' equity at the beginning of the year at the balance sheet date exchange rates as well as out of the translation of income statements from average rates to the exchange rates at the balance sheet date are recognized directly in equity.

Exchange adjustments of outstanding accounts with independent foreign subsidiaries which are considered part of the total investment in the subsidiary in question are classified directly as equity.

When recognizing foreign subsidiaries that are integral entities, monetary assets and liabilities are translated using the exchange rates at the balance sheet date. Non-monetary assets and liabilities are translated at the exchange rate of the time of acquisition or the time of any subsequent revaluation or write-down. The items of the income statement are translated at the average rates of the months; however, items deriving from non-monetary assets and liabilities are translated using the historical rates applicable to the relevant non-monetary items.

Derivative financial instruments

On initial recognition in the balance sheet, derivative financial instruments are measured at cost and subsequently at fair value. Derivative financial instruments are recognized under prepayments or deferred income.

Changes in the fair value of derivative financial instruments classified as and complying with the requirements for hedging the fair value of a recognized asset or a recognized liability are recorded in the income statement together with changes in the value of the hedged asset or the hedged liability.

Changes in the fair value of derivative financial instruments classified as and complying with the requirements for hedging future transactions are classified directly in equity. When the hedged transactions are realized, the accumulated changes are recognized as part of cost of the relevant financial statement items.

For derivative financial instruments that do not comply with the requirements for being treated as hedging instruments, changes in fair value are recognized currently in the income statement as financial income or financial expenses.

Changes in the fair value of derivative financial instruments applied for hedging net investments in independent foreign subsidiaries or associates are classified directly as equity.

Income statement

Revenue

Revenue from the sale of manufactured goods and goods for resale is recognized in the income statement when delivery is made and risk has passed to the buyer. Revenue is recognized net of VAT, duties and sales discounts and measured at fair value of the consideration fixed.

Revenue is recognized concurrently with the completion of the service, which the contract relates to by using the percentage of completion method, whereby the revenue corresponds to the selling price of the service performed during the year. The method is used when the total income and expenses of the service and the stage of completion can be measured reliably and it is probable that the economic benefits relating to the sale will flow to the company. As stage of completion is applied hours spent in relation to the expected total hours spent on the service.

Other operating income and expenses

Other operating income and expenses comprise income and expenses of a secondary nature viewed in relation to the Group's primary activities, including subsidies, rental income, license income, etc.

Cost of raw materials and consumables

Cost of raw materials and consumables comprise expenses that support the revenue of the financial year. Included is the cost of goods sold for the financial year measured at cost price and adjusted for obsolescence.

Other external expenses

Other external expenses comprise expenses for distribution, sale, marketing, administration, premises, bad debts, etc.

Other external expenses also include research costs, costs of development projects that do not meet the criteria for recognition in the balance sheet. In addition, provisions for loss on contract work in progress are recognized.

Staff costs

Staff costs comprise salaries and wages as well as social security costs, pension contributions etc for the Company's staff.

Other financial income and expenses

These items comprise interest income and expenses, realized and unrealized capital gains and losses on securities, payables and transactions in foreign currencies as well as tax surcharge and tax relief under the Danish Tax Prepayment Scheme.

Income taxes

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognized in the income statement by the portion attributable to the profit for the year and recognized directly in equity by the portion attributable to entries directly in equity. The portion of the tax taken to the income statement, which relates to extraordinary profit/loss for the year, is allocated to this entry whereas the remaining portion is taken to the year's profit/loss from ordinary activities.

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

Deferred tax is recognized on all temporary differences between the carrying amount and tax-based value of assets and liabilities, for which the tax-based value of assets is calculated based on the planned use of each asset.

Deferred tax is measured based on the tax regulations and tax rates of the relevant countries that will be in effect, using the laws at the balance sheet date, when the deferred tax is estimated to be triggered as current tax. Changes in deferred tax resulting from changed tax rates are recognized in the income statement.

Deferred tax assets, including the tax base of tax loss carry forwards, are recognized in the balance sheet at their estimated realizable value within 3-5 years, either as a set-off against deferred tax liabilities or as net tax assets.

The Parent is jointly taxed with all of its Danish subsidiaries. The current Danish income tax is allocated among the jointly taxed companies proportionally to their taxable income (full allocation with a refund concerning tax losses).

Deferred tax relating to re-taxation of previously deducted losses of foreign subsidiaries is recognized based on a specific assessment of the purpose of the individual subsidiary.

Balance sheet

Goodwill and goodwill on consolidation

Goodwill is amortized straight-line over its estimated useful life which is fixed based on the experience gained by Management for each business area. The period of amortization is usually five years, however, it may be up to 10 years for strategically acquired enterprises with a strong market position and a long-term earnings profile if the longer period of amortization is considered to give a better reflection of the benefit from the relevant resources.

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

Customer base

On initial recognition, customer base identified from business combinations are recognized in the balance sheet at fair value. Subsequently, customer base are measured at fair value less accumulated amortization and impairment losses. Customer base are amortized over a period of 5 years using the diminishing balance method.

Other intangible assets

Other intangible assets comprise acquired intellectual property rights.

Acquired intellectual property rights in the form of patents and licenses are measured at cost less accumulated amortization and impairment losses. Patents are amortized over their remaining duration, and licenses are amortized over the term of the agreement, but over no more than 3 years.

Other intangible assets are written down to the lower of recoverable amount and carrying amount.

Profits and losses from the sale of other intangible assets are calculated as the difference between selling price less selling costs and the carrying amount at the time of sale. Profits or losses are recognized in the income statement as an adjustment to amortization and impairment losses, or under other operating income if the selling price exceeds original cost.

Property, plant and equipment

Land and buildings, plant and machinery as well as other fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated.

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

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

Buildings	20-50 years
Plant and machinery	3-5 years
Other fixtures and fittings, tools and equipment	3-5 years
Leasehold improvements	through the rental period

Property, plant and equipment are written down to the lower of recoverable amount and carrying amount.

Profits and losses from the sale of property, plant and equipment are calculated as the difference between selling price less selling costs and carrying amount at the time of sale. Profits or losses are recognized in the income statement as adjustment to depreciation and impairment losses, or under other operating income if the selling price exceeds original cost.

Investments in subsidiaries and associates

Investments in subsidiaries and associates are recognized and measured under the equity method. This means that investments are measured at the pro rata share of the enterprises' equity plus or less unamortized positive, or negative, goodwill and plus or less unrealized intra-group profits or losses.

The Parent's share of the enterprises' profits or losses after elimination of unrealized intra-group profits and losses and less or plus amortization of positive, or negative, goodwill is recognized in the income statement.

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

Upon distribution of profit or loss, net revaluation of investments in subsidiaries and associates is transferred to reserve for net revaluation according to the equity method under equity.

The purchase method is applied in the acquisition of investments in subsidiaries and associates; see above description under consolidated financial statements.

Inventories

Inventories are measured at the lower of cost using the FIFO method or net realizable value.

Cost of goods for resale, raw materials and consumables consists of purchase price plus delivery costs. Cost of manufactured goods and work in progress consists of costs of raw materials, consumables and direct labor costs as well as indirect production costs.

Indirect production costs comprise indirect materials and labor costs, costs of maintenance of and depreciation and impairment losses on machinery, factory buildings and equipment applied for the manufacturing process as well as costs of factory administration and management. Financing costs are not included in cost.

The net realizable value of inventories is calculated as the estimated selling price less completion costs and costs incurred to execute sale.

Receivables

Receivables are measured at amortized cost, usually equaling nominal value less provisions for bad debts.

Contract work in progress

Contract work in progress is measured at selling price of the work performed calculated on the basis of the stage of completion. The stage of completion is measured by the proportion that the contract expenses incurred to date bear to the estimated total contract expenses. Where it is probable that total contract expenses will exceed total revenues from a contract, the expected loss is recognized as an expense in the income statement.

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

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

Prepayments

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

Other investments

Securities recognized under current assets comprise listed bonds and investments measured at fair value (quoted price) at the balance sheet date.

Dividend

The proposed dividend for the financial year is disclosed as a separate item in equity.

Other provisions

Other provisions comprise anticipated warranty commitments, decided and published restructurings, etc.

Other provisions are recognized and measured as the best estimate of the expenses required to settle the liabilities at the balance sheet date. Provisions that are estimated to mature more than one year after the balance sheet date are measured at their discounted value.

Warranty commitments comprise commitments to remedy defects and deficiencies within the guarantee period.

Lease commitments

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

Other financial liabilities

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

Deferred income

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

Cash flow statement

The cash flow statement of the Group is presented using the indirect method and shows cash flows from operating, investing and financing activities as well as the Group's cash and cash equivalents at the beginning and the end of the financial year. No separate cash flow statement has been prepared for the Parent because it is included in the consolidated cash flow statement.

Cash flows from operating activities are calculated as the operating profit/loss adjusted for non-cash operating items, working capital changes and income taxes paid.

Cash flows from investing activities comprise payments in connection with fixed asset investments as well as purchase and sale, etc of intangible assets and property, plant and equipment.

Cash flows from financing activities comprise of debt raised and repayments of short and long term loans as well as payment of dividend.

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

Financial highlights

Financial highlights are defined and calculated in accordance with "Recommendations & Ratios" issued by the Danish Society of Financial Analysts.

The financial ratios have been calculated as follows:

Operating profit for the year vs. revenue =		$\frac{\text{Operating Profit} \times 100}{\text{Revenue}}$
Return on Investments	=	$\frac{\text{Operating Profit} \times 100}{\text{Total Assets}}$
Solvency ratio	=	$\frac{\text{Equity at year end} \times 100}{\text{Total Assets}}$
Return on equity	=	$\frac{\text{Profit for the year} \times 100}{\text{Average equity}}$