



# **LIND INVEST ANNUAL REPORT**

**2017**

**LIND INVEST**



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# ABOUT LIND INVEST

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" We believe value is created through skilled employees, passion in our daily work and a thorough understanding of the businesses we engage in. "

Lind Invest is a single-family office, founded and owned by Henrik Lind and based in Aarhus, Denmark. We own and invest in listed and unlisted companies, and the common objective to all our activities is to develop companies to be among the most successful in their fields.

Lind Invest is an independent, long-term investor and business owner. We believe in building strong partnerships and exercising proactive ownership as a catalyst for sustainable long-term value creation. This philosophy is embedded both in our Group Companies, founded by ourselves, and in our Investment Activities.

We believe value is created through skilled employees, passion in our daily work and a thorough understanding of the businesses we engage in.

**This philosophy also makes up our core values:**

## PEOPLE – PEOPLE CREATE VALUE

We believe that all people have unused potential. To help an employee fulfil his or her potential, it is essential that we establish a framework for broadly delegating responsibility to a degree consistent with the particular employee's ability to grow and pursue an ambition, and that we allow his or her ambition to develop by offering both support and room to grow. Having the right people at all levels is the key to success and to achieving excellent results.

## PASSION – WE BRING PASSION TO EVERY ASPECT OF OUR BUSINESS

Nothing extraordinary will come about without passion. To us, passion is about being able to think about all aspects of value creation and if necessary challenge the existing in order to make sure that good ideas evolve and are brought into play quickly. We expect passion from our employees, our stakeholders and our business partners – likewise, they should expect passion from us in all aspects of our business.

## DILIGENCE – WE DO WHAT IT TAKES TO ACHIEVE OUR GOALS

Creating a good starting point and foundation for decisions at all levels is in our DNA. Being thorough at all times minimises negative outcomes and maximises positive outcomes.

**These timeless values and principles have guided our course and helped us to navigate all kinds of market conditions since 2002, and they will continue to do so going forward.**





# PEOPLE

PEOPLE CREATE VALUE



# PASSION

WE BRING PASSION  
TO EVERY ASPECT  
OF OUR BUSINESS



# DILIGENCE

WE DO WHAT IT TAKES TO  
ACHIEVE OUR GOALS

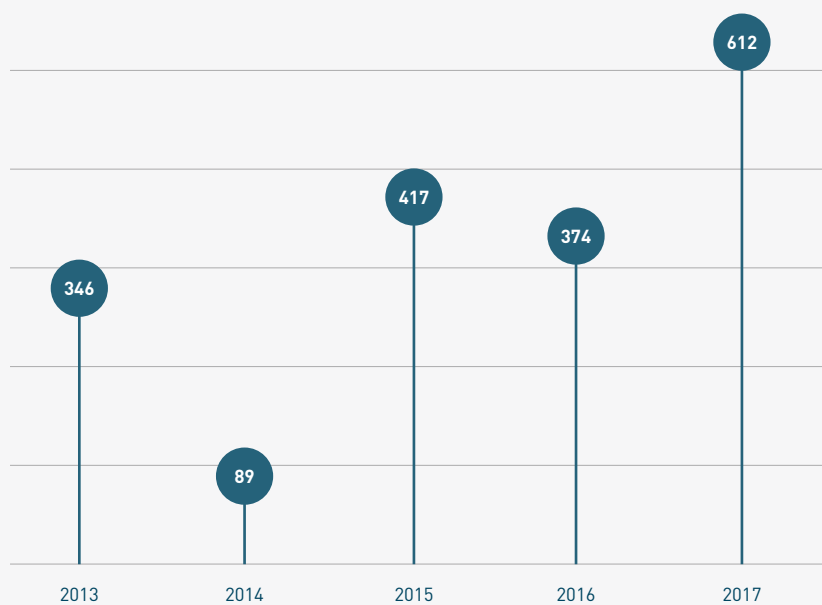
# KEY FIGURES



Profit after tax

## 612 mil.

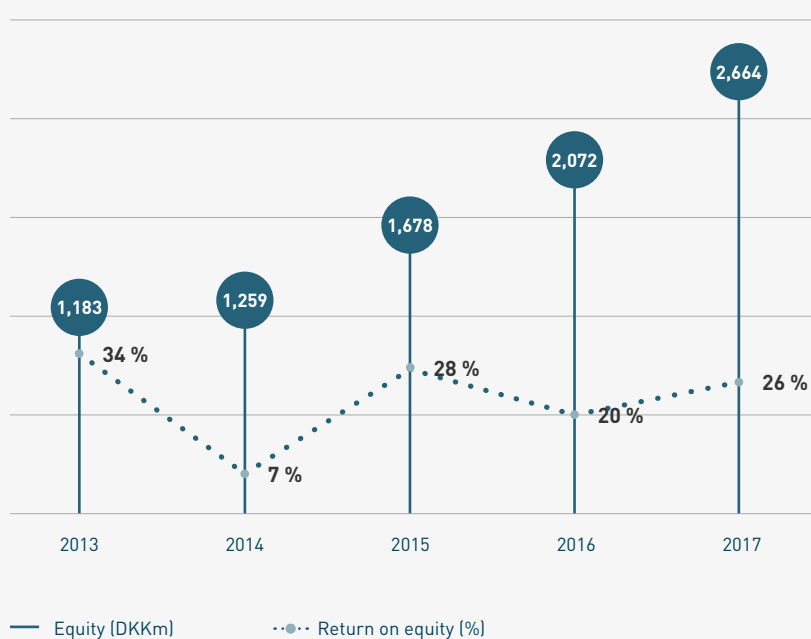
Profit after tax (DKK) in 2017



Return on equity and equity

## 26 %

Return on equity in 2017



— Equity (DKKm)

····· Return on equity (%)

# FINANCIAL HIGHLIGHTS

DKK'000

Income statement	2017	2016	2015	2014	2013
Revenue	40,809,095	21,305,842	21,967,325	18,915,995	14,582,689
Gross margin	728,192	561,123	558,780	543,082	734,694
Operating profit/loss	383,965	319,931	217,995	145,277	430,024
Net financials	422,447	255,556	233,819	-35,220	-31,243
Profit/loss for the year	611,540	374,481	416,753	88,930	346,225
Balance sheet	2017	2016	2015	2014	2013
Fixed assets	2,110,054	1,810,529	1,539,443	2,443,909	2,132,723
Non-fixed assets	3,703,032	3,434,741	3,096,579	2,244,754	2,148,617
Total assets	5,813,086	5,245,270	4,636,022	4,688,663	4,281,340
Share capital	2,220	2,220	2,220	2,220	2,220
Minority interests	128,127	107,548	127,191	303,363	289,294
Equity	2,663,800	2,071,887	1,678,079	1,259,453	1,182,946
Provisions	9,395	1,039	7,580	54,517	48,062
Non-current liabilities other than provisions	320,293	474,384	671,998	1,151,636	71,845
Current liabilities other than provisions	2,691,471	2,590,412	2,151,174	1,919,694	2,689,193
Cash flows	2017	2016	2015	2014	2013
Cash flows from operating activities	609,141	324,416	444,182	99,513	427,664
Cash flows from investing activities	110,802	-184,468	1,114,833	-378,907	-196,834
Cash flows from investing activities including investment in property, plant and equipment	-1,699	-5,771	-4,424	-38,945	-59,202
Cash flows from financing activities	-585,259	-312,008	-750,666	-35,464	-86,418
Total cash flows	134,684	-172,060	808,349	-314,858	144,412
Financial ratios in %	2017	2016	2015	2014	2013
Gross margin	1.8	2.6	2.5	2.9	5.0
Current ratio	132.8	132.6	143.9	116.9	79.9
Solvency ratio	45.8	39.5	36.2	26.9	27.6
Solvency ratio, parent company	86.7	71.4	72.3	77.2	93.8
Average number of employees	318	325	340	465	346

The ratios have been prepared in accordance with the recommendations and guidelines issued by the Danish Society of Financial Analysts. For definitions, see under accounting policies.

In connection with a few reclassifications in the Financial Statements, the comparative figures in 2013-2015 have not been restated. See further description under accounting policies.



An aerial photograph of a city, likely Stockholm, showing a dense cluster of buildings with various architectural styles, including traditional European-style houses and modern apartment blocks. The sky is overcast and hazy, creating a soft, muted background for the text.

**2017  
WAS A  
HISTORIC  
YEAR,  
NOT ONLY  
FOR LIND  
INVEST BUT  
FOR THE  
ENTIRE  
GROUP**





# CEO LETTER

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"Based on our strategic footprint and financial position, I firmly believe our Group has a strong potential and a promising future."

2017 was a historic year, not only for Lind Invest but for the entire Group. In fact, 2017 was the best year of the Lind Invest Group – ever.

I am proud to present the best financial results since founding Lind Invest in 2002. Each of our Group Companies as well as our Investment Activities have delivered strongly, making not only positive but highly satisfactory contributions to the Group's results.

Lind Invest achieved profit after tax of DKK 612 million equalling a return on equity of 25.8 %. All three Group Companies – Danske Commodities, Lind Capital and Lind Capital Fondsmæglerselskab have experienced record years with highly impressive results – all creating their best year ever.

Similarly, we continually experienced good returns on our Investment Activities. Ending 2017 with a return of 14.7 % for the year, the investment portfolio has a balanced composition of asset classes and expected return profiles in both public and private markets. We managed to outperform our internal benchmarks for the year, but most importantly, we have now demonstrated our ability to outperform over the long term, which is the most important and satisfactory part of the development in our Investment Activities so far.

In previous years, we spent significant resources fine-tuning our strategic orientation and developing an agile platform from which to take a long-term, fundamental approach while still being able to capture opportunities that always arise in the short term. Furthermore, we have increased our focus on aligning our interests with those of our stakeholders. I believe these actions form a cornerstone in our Group's results and achievements.

Competition is tougher than ever, and risk premiums have continued to fall in 2017. We need to move forward with a high sense of urgency, focusing on being disciplined in all aspects and taking a proactive approach in our search for opportunities and any risks they may involve.

Going forward, we will maintain our focus on strong, long-term trends and irrational deviations in the short term by being disciplined and opportunistic at the same time. This requires a steady hand, a strong sense of urgency as well as a high degree of agility from our strategic and operational platform and from our people.

The main reason we have achieved the 2017 results is our people. We have well qualified and passionate people who are able to leverage and develop our platform while striving to develop themselves, too.

I congratulate all of our people. We achieved these results through your passion and diligence. I would like to thank each of them for their contribution.

Based on our strategic footprint and financial position, I firmly believe our Group has a strong potential and a promising future.

I hope you will find our 2017 Annual Report an interesting read.




Henrik Lind







A man in a white shirt is seen from the side, looking out a large window. The background shows a blurred cityscape. The text is overlaid on the left side of the image.

**AVERAGE  
RETURN  
ON  
EQUITY  
OF THE  
PAST  
FIVE  
YEARS**  
**26 %**



# 2017 AT A GLANCE

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"In 2017, we achieved a return on equity of 25.8 %, bringing the average for the past ten years to 39.1 %."

Looking back, 2017 was a historic year with the best results ever. Not only for Lind Invest but for every member of the Group. All companies achieved record-high earnings in 2017 which is highly satisfactory. In 2017, we managed to continue the momentum generated by our strategic decisions from 2015. Here, we simplified our balance sheet and strategic orientation to a very deep focus on our core competences in all parts of the Group.

In 2017, we achieved a return on equity of 25.8 %, bringing the average for the past ten years to 39.1 %. This significant rise in 2017 is due to very strong operational performance in all business areas driven by skilled, ambitious and passionate people. These people are our employees, and they are our most valuable asset. Our employees possess by far the greatest potential of all possibilities going forward. Also in 2017, we invested significant resources in the continued development of our people, fuelled by their own ambition to continue to grow even further.

## GROUP COMPANIES

Each of our Group Companies delivered record results in 2017, all contributing to making 2017 the best year ever in the history of the Lind Invest Group. Our Group Companies delivered an overall profit after tax of DKK 320 million, corresponding to 52.3 % of the Group's total earnings after tax in 2017.

Danske Commodities, founded in 2004, experienced a year with markets behaving more or less as expected, and due to operational improvements, 2017 became yet another strong year with profit after tax of EUR 47 million, up 81.5 % on last year. As expected, pressure on margins continued in 2017. However, the impact of lower margins was offset by Danske Commodities' ability to grow volumes even more. This was underlined by the 65% growth in revenue to EUR 5.5 billion and the 22% increase in gross profit to EUR 103 million, for a gross margin of 1.9%, down 0.7 percentage point from 2.6% in 2016.

Lind Capital, founded in 2007, celebrated its 10th anniversary and hit simultaneously a new earnings record with profit after tax of DKK 27 million. This impressive result was achieved through strong operational improvements and the successful development and integration of new business areas.

Lind Capital Fondsmæglerselskab, founded in 2014, delivered its third consecutive all time high profit after tax and is well positioned and structured to both comply with and capitalise on opportunities arising from new financial regulation and a customer centric approach.

## INVESTMENT ACTIVITIES

Within our Investment Activities in Lind Invest 2017 was unusually stable with steady positive monthly returns through the year. Therefore, we ended the year with a return of 14.7 %, corresponding to approximately 47.7 % of the Group's total earnings in 2017 – in absolute terms, this is a new record. The result outperformed our benchmarks and was in line with our long-term strategic target.

As an independent investor, we have always taken a long-term and fundamental approach. We search for less obvious prospects and try to capture, in our view, well-compensated risk and liquidity premiums in both public and private markets. As a result, our portfolio is balanced across asset classes and asset types, since we have a high degree of agility in our asset allocation through real-time decision making.



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Based on our investment philosophy and core competences, we decided to set up a new business unit which will be poised to capture some of the opportunities we expect to see going forward.

We were sellers more than we were buyers in 2017, adding to our cash position and keeping our market exposure within our comfort zone. Since 2016, our solvency increased with 15.3 percentage point to 86.7 % in 2017. This decision will put pressure on our expected return for 2018 from our Investment Activities. However, we made an active choice and we are very comfortable with our decision, that enables us to act strongly if markets gets more volatile.

## OUTLOOK FOR 2018

We have a very strong financial position and a sound cash flow. We are always ready to engage in the opportunities that may arise within our core businesses. If the right opportunity occurs we are ready to evaluate, decide and act.

In our Group Companies, we expect the strong performance to continue in Danske Commodities as well as in Lind Capital and Lind Capital Fondsmæglerselskab due to strong execution and increased business activity. All companies performed strongly in 2017 and we expect this to continue.

The long-term outlook for our Investment Activities is based on an expectation that financial markets will normalise with increased volatility and an emerging trend of normalising risk premiums across all asset classes. We expect this trend to drive returns down in the short and medium term, while it will create multiple opportunities for attractive returns in the long term.

Over the last five years, we have experienced steady growth in our financial capacity. Going forward, we expect slightly more volatile markets than in recent years. We will continue to evaluate our Investment Activities on the basis of a timescale of at least three years, since our orientation is long term and we are unable to forecast price movements in the short term.

All in all, we are confident, that we can achieve strong financial results in 2018.

## POLICY ON THE UNDERREPRESENTED GENDER IN MANAGEMENT

Pursuant to Danish legislation, Lind Invest has defined targets and policies for the Group regarding the underrepresented gender in management. The Group targets a ratio of 21.88 % women in the company's top management tier by 2018. Further information on the Lind Invest Group's policy on the underrepresented gender in management and actions and results hereof in 2017 are available on the Lind Invest website:

<https://lind-invest.dk/wp-content/uploads/2018/02/Diversification-in-management-in-the-Lind-Invest-group-2017.pdf>

# PORTFOLIO

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The Lind Invest portfolio is divided into two parts: Group Companies and Investment Activities.

## GROUP COMPANIES

We are a long-term, active owner in all Group Companies and our intention is always to take part in developing a company's strategy and to support and challenge its management, thereby contributing to the continual development of our companies in their various competitive markets.

A fundamental characteristic of our Group Companies is that Lind Invest is the founder and majority shareholder with the corresponding influence. Board representation is therefore a fundamental requirement for us, as it positions us close to management and allows us to influence the strategy and value creation. The Group Companies constitute the backbone of the Lind Invest Group's profit performance, creating relatively stable cash flows that ensure a strong financial foundation for further development with great diversification features in a balanced portfolio.

### Danske Commodities

Danske Commodities had the strongest year in the company's history in 2017 with improvements in all key financial parameters. Higher revenue and gross profit and lower costs produced the highest EBIT in the history of Danske Commodities. Generating an EBT of EUR 60 million equivalent to a return on equity of 49.8 %, Danske Commodities delivered their best financial results by far in 2017, and the company is well-positioned for further growth.

### Lind Capital

2017 was a record year for Lind Capital. The company tripled its net profit and delivered a trading income of DKK 73 million. The pre-tax profit was DKK 35 million and the return on equity was 42.5 %. In 2017, Lind Capital started to benefit from its new platform which was created and further developed during the last couple of years. With the platform in place, the natural next step has been to focus more on expanding business and at the same time developing and improving current business.

### Lind Capital Fondsmæglerselskab

In 2017, Lind Capital Fondsmæglerselskab experienced an increased interest in its independent advisory services and its relative value analysis on corporate bonds. Furthermore, its new business area of government bonds and Danish covered bonds was well received among institutional clients. This resulted in a very satisfying profit after tax of DKK 4 million and a 22.6 % return on equity.

## INVESTMENT ACTIVITIES

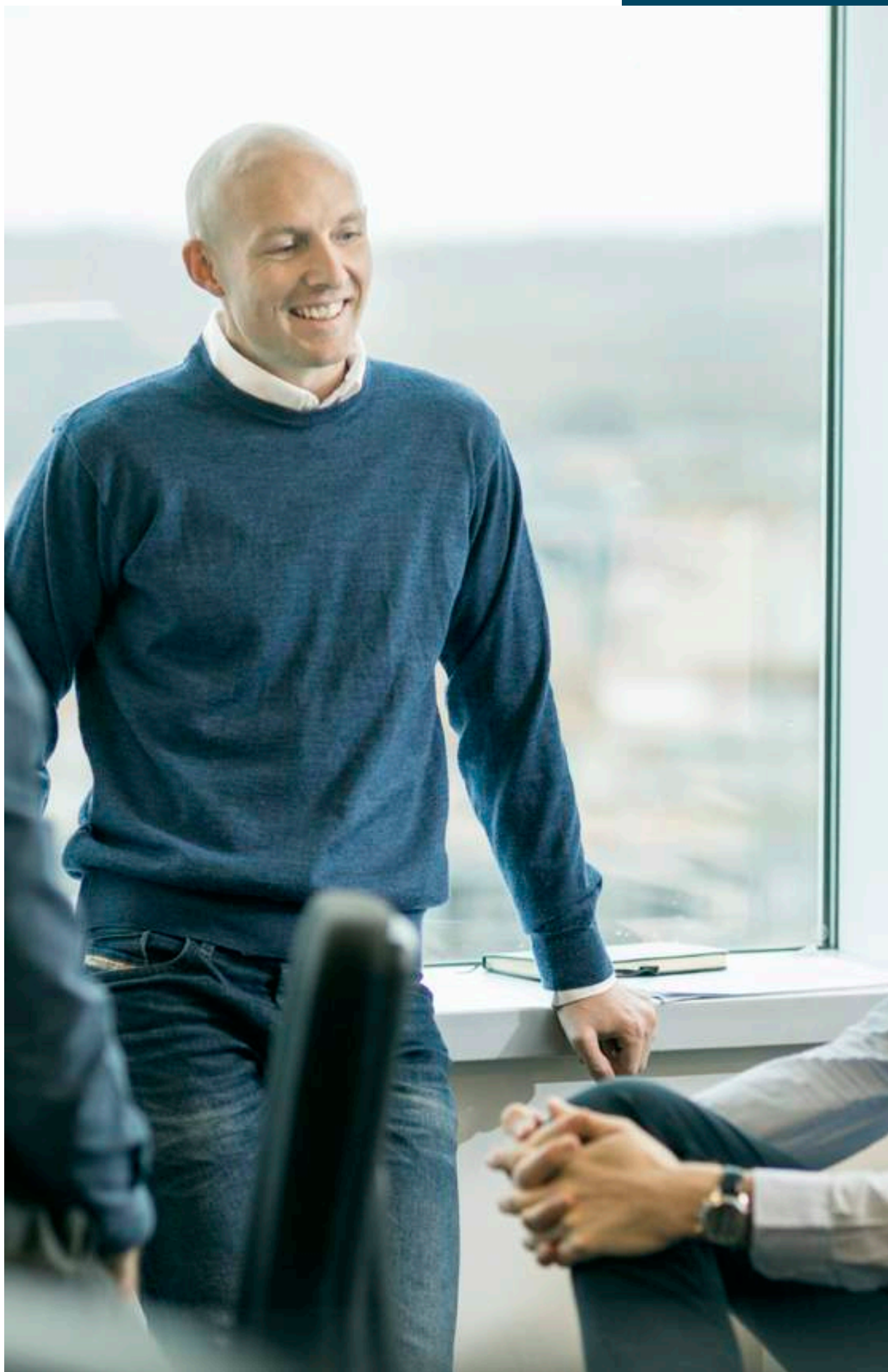
Our vision is to be among the best in class of family offices globally. Our investment philosophy is based on a long-term orientation and a fundamental approach. We are a long-term partner with a deep focus on creating strong alignment of interests for all stakeholders through a proactive ownership approach, backed by strong governance and high transparency.

We are independent, and we focus on creating a balanced portfolio which in real time is directed where we believe the most attractive risk-reward situations are found in order to ensure high and long-term value in a sustainable manner.



\*Select investment activities





# LEADERSHIP'S REFLECTIONS

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"Our approach to creating sustainable long-term value."

In 2017, we allocated more resources to making strategic assessments on how to get full leverage from our core competitive advantages. We are already benefitting from our work and we are highly confident that it will create more value for us going forward. Furthermore, it will enable us to continue our profitable growth and create new interesting jobs for talented and ambitious people.

## ALIGNMENT OF INTERESTS

While considering in detail our core competitive advantages, we also reflected on our approach as proactive owners and investors in both public and private markets. We asked ourselves: what are the most important criteria when assessing investment opportunities? One answer kept appearing in various forms. It was the concept of **alignment of interests**.

To us, alignment of interests is about sharing both the upside and the downside when entering into a partnership with other stakeholders – whether for business or social purposes.

In a social context, alignment is about ensuring that all members of a community or partnership share the same consequences when they succeed or fail. What is good for the group is good for the individual member and vice versa.

Bringing alignment of interests into a corporate setting, we see that it is all about linking the overall objective of the company as defined by the owners to that of all the stakeholders, including the employees, in both the short and long term. We celebrate our successes together, and when we experience a negative outcome, we also share that experience along with the consequences.

In fact, it is quite simple. If we consider some of the public scandals and insolvent liquidations in history, one of the main causes they have in common is the absence of true and strong alignment of interests between stakeholders, especially shareholders and management. A recent case in point is found in the UK when the contractor Carillion plc went into insolvent liquidation. Carillion was the second largest construction company in the UK and listed on the London Stock Exchange. Undoubtedly, problems were seeded years before the collapse: a surprising decision was taken at the 2017 AGM when shareholders decided to vote for a change (proposed by management) in the executive pay policy, releasing executive members from financial downside, if things should turn out badly for the company going forward. The AGM accepted the removal of clawback provisions on bonus awarded in previous years. The AGM was held in May 2017, and during the subsequent nine months, the company announced three profit warnings, a breach of its debt covenants and finally, in January 2018, the company collapsed when it could not agree on a rescue plan with its creditors.

Securing strong and true alignment is important to us and one of our main focus areas as a proactive investor. Unfortunately, we see too few partnerships with true alignment of interests in our daily work with both listed and private investments. Alignment of interests starts and ends with the suppliers of capital. In our view, it is the responsibility of all suppliers of capital to secure a strong and balanced alignment of interests in a partnership. It has become the most significant aspect of our investment process.

" Securing a balanced alignment of interests between all stakeholders, upside and downside, is good corporate governance in our view! "

## RIGHTS AND RESPONSIBILITIES OF SHAREHOLDERS

The corporate governance model gives shareholders the right to elect a board with the primary task of defining a strategic vision, a framework and a business model that will achieve the shareholders' objectives through a clearly defined corporate strategy. The board hires one or more executives capable of implementing the strategy in order to achieve the given objectives successfully. The shareholders oversee the board and the board oversees, supports and challenges the executives.

From time to time, we meet members of boards and management teams who seem to have forgotten the governance model for various reasons. However, the truly sad stories are the ones where our fellow investors seem to have forgotten their rights and responsibilities as shareholders. They shoulder much greater risks than they are often aware of and such a state of affairs often leads to inferior performance with the potential to develop into a corporate failure. Corporate failures damage the company and have the potential to damage peers, the entire market and society as well. When such events occur, they attract the attention of policymakers whose natural reaction is to introduce stricter market regulations.

Our approach has always been to prepare well and engage proactively, transparently and constructively in the companies we invest in. We use our rights as shareholders in this respect, but we do this only when we see the opportunity to improve shareholder value and reduce shareholder risk in both the short and the long term. Proactive shareholders benefit all shareholders.

The board is fully accountable to its shareholders for all the results in a business. Boards meet only periodically, but their responsibility is continuous. Being accountable to shareholders, stakeholders and employees is a major undertaking and it often comes with limited upside. The best partnerships, in our view, include a thorough understanding and sound sense of urgency between shareholders, boards and executive managements. Best-in-class boards and proactive shareholders understand how to create natural links between all stakeholders, so interests are aligned – on the upside and the downside.

A strong framework for alignment of interests minimises risks in a company at all levels, including career risk and personal reputation in the boardroom. It will also improve decision-making at all levels in the company if implemented properly. If all members of the management team and all employees were thinking and rewarded (both upside and downside) as responsible long-term shareholders, both financially and in terms of their individual reputations – would they do something differently compared to what they are doing today?

Naturally, we fully acknowledge the importance of some degree of independent thinking in decision making. However, there is no denying the significant empirical evidence which shows that companies managed on the basis of a strong framework of corporate governance and high business ethics tend to attract the best talent. At the same time, these companies achieve the lowest cost of capital over time. This also means that these companies will continuously be able to stay competitive and create the highest long-term financial return in a sustainable manner.

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" Our approach has always been to prepare well and engage proactively, transparently and constructively in the companies we invest in. "

## **PROACTIVE OWNERSHIP REDUCES FACTORS BEYOND YOUR CONTROL**

A strong management team will want as many factors as possible under its influence at all times. Experience has taught us that this is best achieved by taking a contrarian approach and having the mindset of a sceptic. To us, a contrarian approach is about keeping our feet on the ground in good times and being optimistic and proactive in identifying opportunities when times are tough.

We fully acknowledge the complexity and dilemmas in taking this approach to decision making – especially in times when markets or peers seem to have bypassed gravity. However, we believe in the contrarian approach. We believe it leads to better and more sustainable results in the long run – that is why the contrarian approach combined with the mindset of a sceptic constitutes a central aspect of the way in which we do business. Companies get caught on their way up, not on their way down.

In situations where we disagree with the path taken by the board of a company, we always engage as investors. In our view, when a company waits too long or fails to make necessary changes, the opportunity for meaningful dialogue with shareholders has very often passed. Every day spent passing this opportunity, the risk of permanent loss of capital and jobs increases, potentially destroying significant value for owners, lenders, employees and even society at large.

To us, it is always a sad story for a company, its employees, each individual member of the board and management team, when a proxy fight is lining up due to the lack of a proactive dialogue on obvious governance, code-of-conduct, financial or strategic issues between companies and their owners. If a few people can see that something is wrong in a company, everyone can see it, including employees, peers and society. You can be sure that the situation has already made significant negative impact within the company at this point. Companies bring themselves at risk of losing their competitiveness, reputation and talent through reactive behaviour in their dialogue with shareholders and other stakeholders.

It is unrealistic for us to make value adding inputs to all aspects of a business. But without dialogue between owners, boards and managements, it will never be possible to set expectations for an alignment of interests within our partnership. Therefore, Lind Invest encourages companies to include shareholders proactively on major strategic issues when the board believes that the timing is right. We urge all companies to engage with shareholders and bring relevant stakeholders to the table to get their respective inputs when needed. In the end, it will always be a board decision.

## **A FINAL REMARK**

Being a proactive owner has always been an integral part of our investment philosophy at Lind Invest. We believe this approach helps us reduce factors outside our control, giving us more certainty in our results – at least in the long term. One of the first things we look for is alignment of interests, because with that in place, there is generally no need for further complexities, and stakeholders may therefore get on with the business of creating sustainable and long-term value. After all, this is, in our view, what investing is all about.



# RISK MANAGEMENT

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" All major risk classes are managed through internal risk management processes which are fully aligned with each company's risk policies and guidelines. "

The Group is committed to taking, controlling and minimising all types of risks. The general strategy is for each company in the Group to select the specific risk policies that best suit its particular business needs, bearing in mind its selected business model. The risk strategy is based on the overall position that the necessary detailed knowledge of a company's inherent risk lies with its management and organisation and that these parties establish the necessary framework for minimising risk.

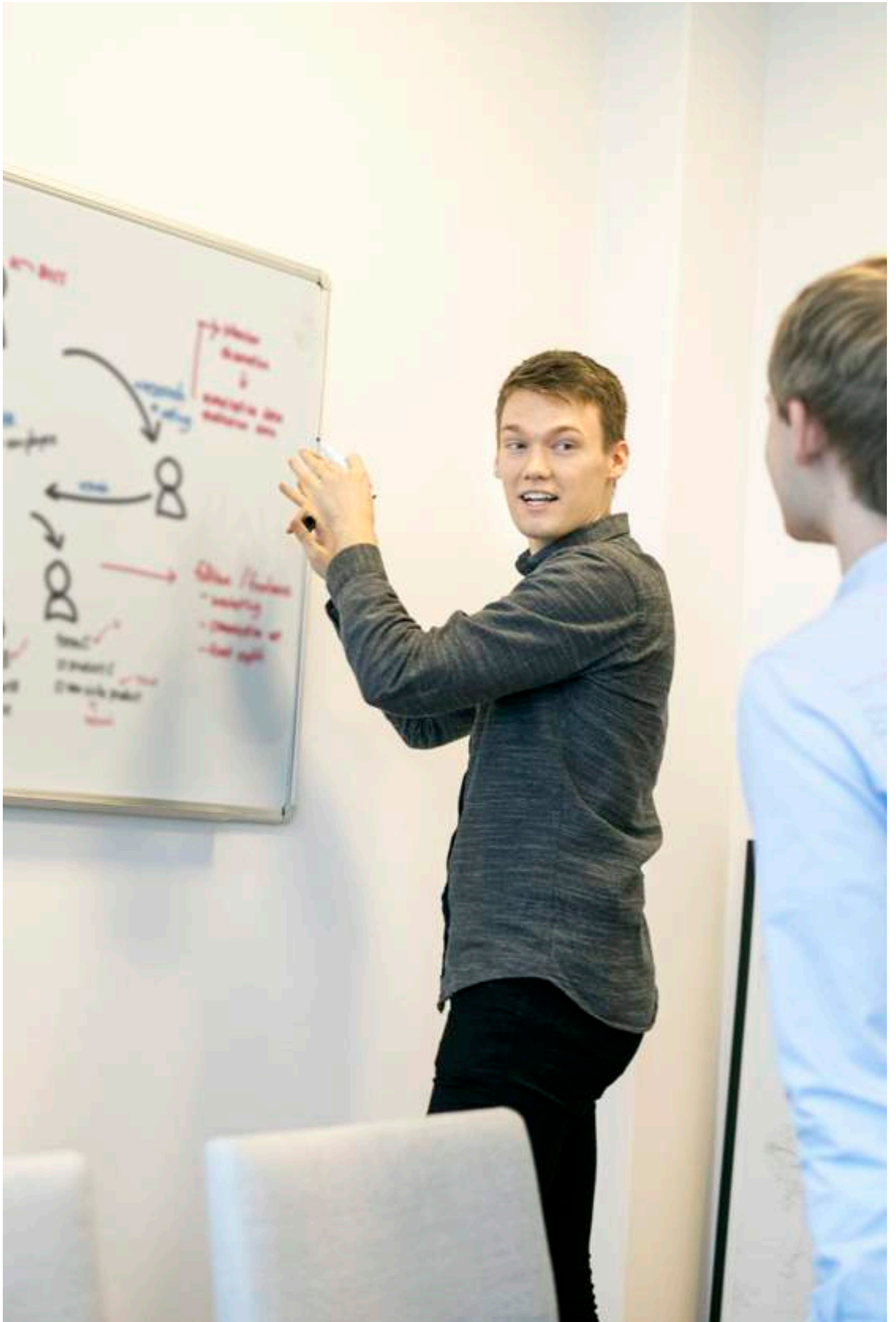
Reports on risks are submitted to the management of each Group Company for continuous monitoring and evaluation. The Group covers the following main risk categories:

- Market risk
- Credit risk
- Commodity risk
- Foreign exchange risk
- Interest rate risk
- Operational and IT risk
- Liquidity risk
- Compliance risk
- Legal risk
- People risk

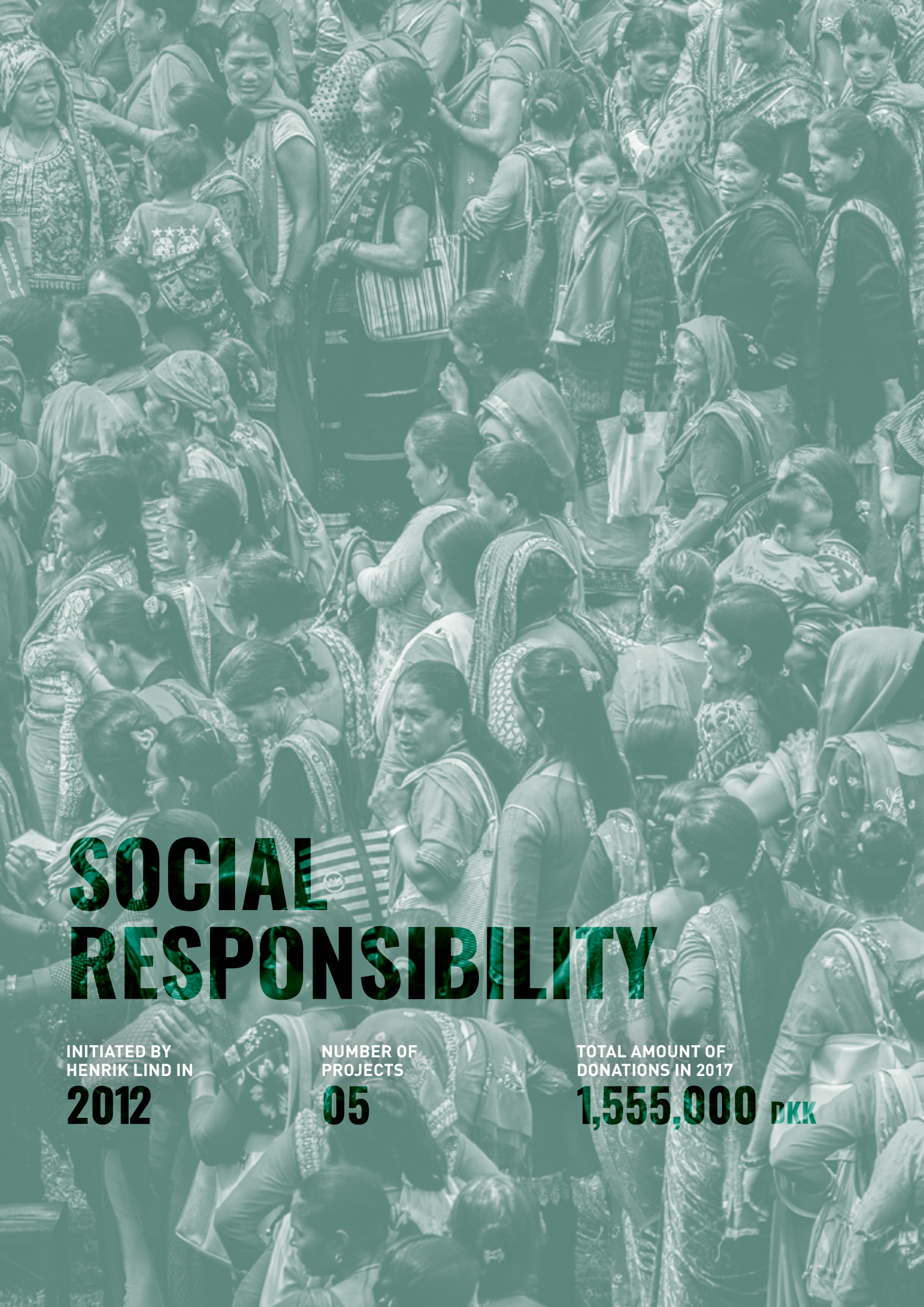
## RISK MANAGEMENT IN FOCUS

In 2017, we turned our attention to developing even more risk management processes including an increased focus on risk mitigation which will increase our ability to focus more on proactive risk mitigation. Going forward, it is a strategic target to continue developing our risk management framework in both at Group-level and in each individual company. We are exploring the possibility of working in an even more integrated manner with both external and internal data in order to make faster and more precise assessments and quantifications of our risks and to organise the corresponding mitigation. Going forward, our focus will be on creating dedicated processes that will help eliminate or reduce risks in general.

We explore synergies related to risk management across our Group Companies and create a consolidated overview, but decentralised risk decisions will remain unchanged.







# SOCIAL RESPONSIBILITY

INITIATED BY  
HENRIK LIND IN

**2012**

NUMBER OF  
PROJECTS

**05**

TOTAL AMOUNT OF  
DONATIONS IN 2017

**1,555,000 DKK**







# APPROACH

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"Lind Invest's approach to social responsibility is catalytic and proactive. This means that we base our strategy on strong commitment to the projects we engage in, seeking long-term impact and clearly defined goals."

The approach to social responsibility at Lind Invest ApS originates from Henrik Lind's wish to play an active role in society and make a difference for vulnerable people. It is based on the fundamental idea that we all have potential but the sum of the contingencies of life and individual choices mean that some people are more challenged in fulfilling their potential. It is our belief that we have a shared responsibility to one another to help and support where needed to make that happen.

Our support to social projects is provided in partnership with the projects. Besides offering financial support, we engage in the projects with the view of a long-term development process. It means that we maintain a close dialogue with the projects and together we set targets for developing those projects; we also involve our network, share our feedback and help raise public awareness of the issues.

Our main purpose is to partner up with projects that contribute to changing and developing the circumstances of individuals' lives and societies through a measurable social impact. We strive for the changes to have a lasting impact, developing the individual as well as society. That is why we work in close partnership with our supported projects so together we can make a difference and help as many people as possible in the best way possible.

Our approach to social responsibility is catalytic and proactive. This means that we base our strategy on strong commitment to the projects we engage in, seeking long-term impact and clearly defined goals.

## THE PROCESS TO PARTNERSHIP

Before we commit to providing our support, we screen the project to get to know the project's vision and core competences. To that end, we have developed five criteria which define our approach to social responsibility and illustrate how we try to honour our commitment to socially responsible conduct.

One of the criteria is that we expect to compile data from a potential project for measuring and composing an initial SROI analysis to identify the value that the project creates to society in general. We do not expect a direct financial return on our commitment – but society should expect a positive return from our commitment.

Having committed ourselves to a project, we will continue measuring the impact. Our impact measurement is based on the Social Return on Investment (SROI) method. This method puts a monetary value on voluntary work and social impacts by comparing the investments made in a social context with the value created for the stakeholders involved. A main aspect of our approach to social responsibility is that we compile an annual SROI report on every project that we support.

# 2017 IN BRIEF

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**"For every DKK 1 invested in the project, somewhere between DKK 1.53 and 7.44 was created in value for the stakeholders and society."**

The overall purpose of our work with social responsibility in 2017 was to conduct Social Return on Investment Reports for all our supported projects. In 2017, we completed the first SROI reports for the projects of foreign origin; WAWCAS, Where Rainbows Meet and Little Big Help. Thus, we reached our stated goal of conducting SROI reports for all supported projects. From this point onwards, we plan to update the reports annually based upon the past year's data of value creation.

All reports showed a positive value creation with SROI ratios between 1.53 and 7.74 – this means that for every DKK 1 invested in the project, somewhere between DKK 1.53 and 7.44 was created in value for the stakeholders and society. In respect of these ratios, it is worth bearing in mind that even though each individual SROI report is based on the same SROI method, the individual project reports cannot be compared to each other. The reason is, that every project works differently; their goals are different, their primary work and operating country as well as target groups are different. Therefore, the impact for the stakeholders is not the same, neither is the period which the impact is assumed to affect. Consequently, when looking at SROI ratios, one may like to make comparisons, but the foundation for benchmarking is not always valid.

Moreover, in 2017 we reviewed the SROI method and our analyses looking to find ways of optimising and tweaking the method and valuations in order to produce stronger analyses and reports that show the full picture of value creation for each individual project, its primary content and its impact on the target group.

We also focused on establishing closer partnerships with our supported projects. We have worked hard to reach our joint objectives and to make sure that Lind Invest, in the best possible way, provides every project with the best possible support in order that they can concentrate on what they do best – that is supporting vulnerable people.

The SROI reports provide us with a wider perspective of the work of each project. On this basis, we decided in 2017 to increase the financial support for two of the projects; Fundamentet and Where Rainbows Meet. Our contribution to Fundamentet and Where Rainbows Meet hereby totals DKK 580,000 and DKK 150,000 respectively. Both projects had experienced rapid development yet managed to maintain their focus on their core competencies. Our commitment is to acknowledge and support such further development of our projects and their reach.

## FOCUS IN 2018

In 2018, we will continue to strive to improve our work with the SROI method. We will keep developing and modifying both the SROI method as well as our analyses to produce even stronger reports.

We will also include the SROI analyses from our foreign projects in our ongoing dialogue and cooperation with these projects in 2018. The SROI analyses present core competencies and the outcome of each project, helping us identify any untapped potential. The object remains always to do better and to do more.

# OUR INVOLVEMENT

---



## FUNDAMENTET

Social Return on Investment

**7.74**



## GALLO KRISERÅDGIVNING

Social Return on Investment

**6.43**



## WHERE RAINBOWS MEET

Social Return on Investment

**5.30**



## LITTLE BIG HELP

Social Return on Investment

**1.53**



## WAWCAS

Social Return on Investment

**2.38**

# 4,436,555 DKK

IN TOTAL CONTRIBUTED SINCE 2012

## STATEMENT OF SUPPORT



### TOTAL CONTRIBUTION PER YEAR (DKK)

Compared to 2016

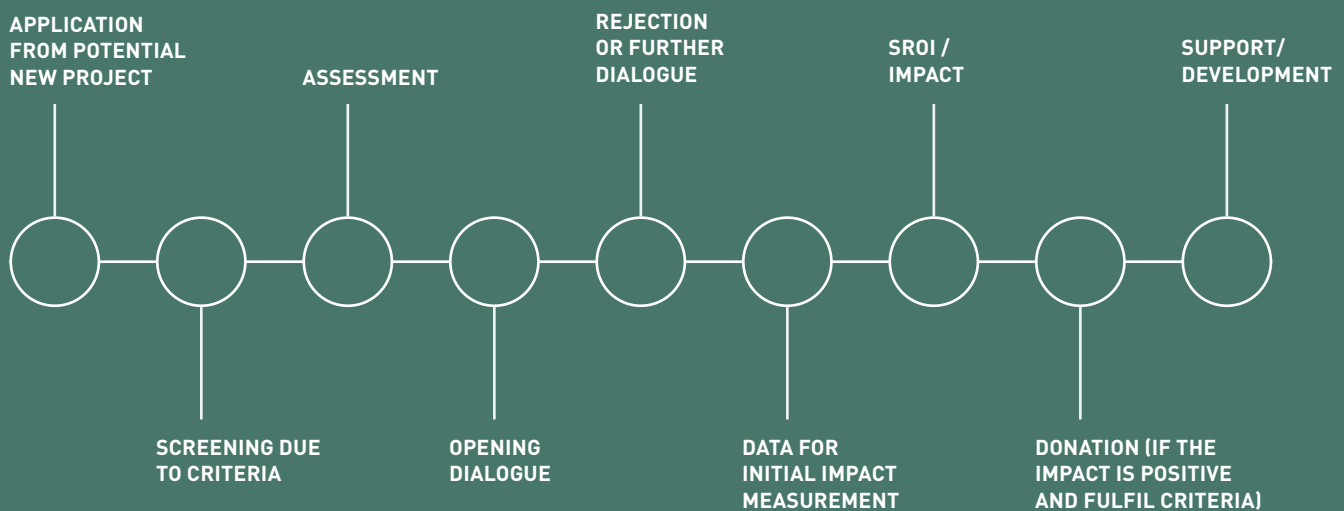
**+ 47.4 %**



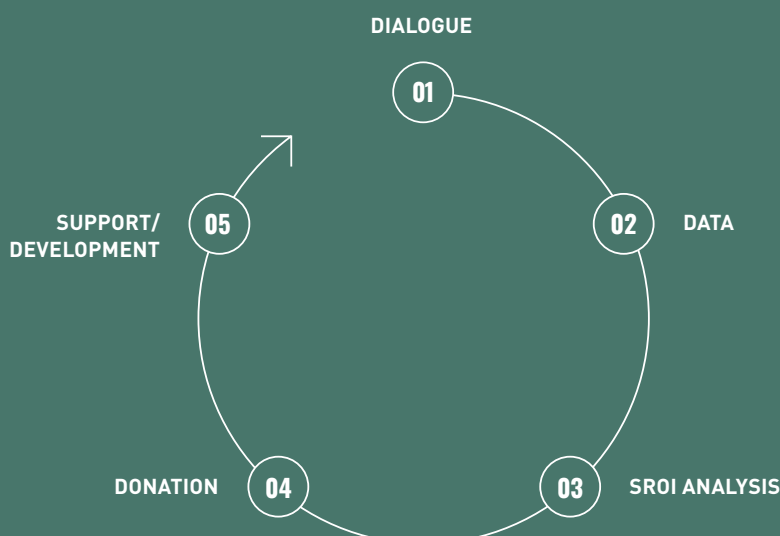
# SOCIAL RETURN ON INVESTMENT =

Value created by the project  
Investment in the project

## THE PROCESS



## CYCLUS AFTER COMMITMENT



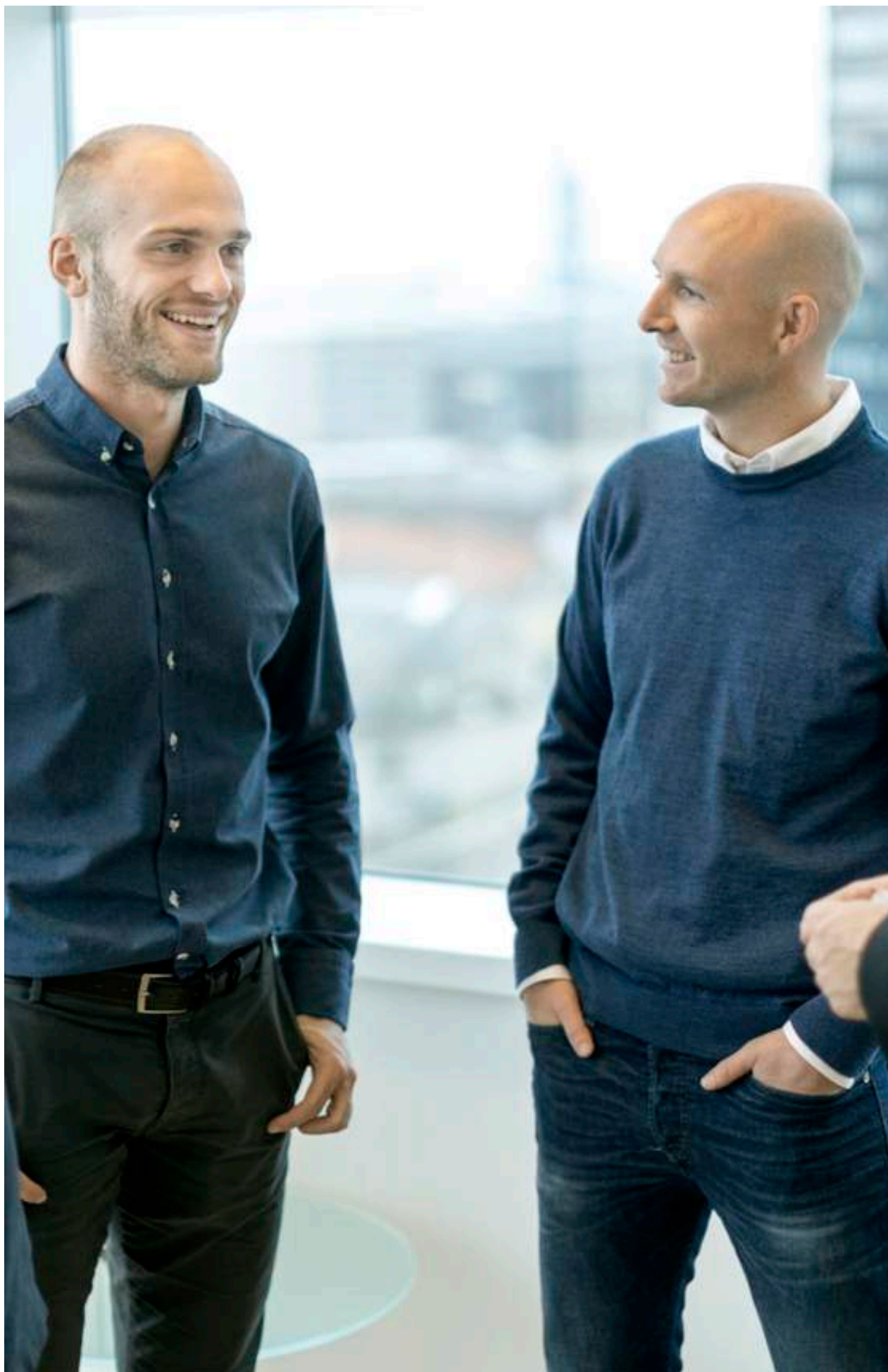
## OUR FIVE CRITERIA

- Lasting effect
- Clearly defined objectives
- Organisational structure
- Cost-effectiveness
- Impact measurement

# LIND INVEST







# FINANCIAL STATEMENTS

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# MANAGEMENT'S STATEMENT

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The Executive Board has today considered and adopted the Annual Report of Lind Invest ApS for the financial year 1 January - 31 December 2017.

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


In my opinion the Financial Statements and the Consolidated Financial Statements give a true and fair view of the financial position at 31 December 2017 of the Company and the Group and of the results of the Company and Group operations and of consolidated cash flows for 2017.

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

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

Aarhus, 9 May 2018

Executive Board:

A handwritten signature in black ink, appearing to read 'Henrik Lind', with a stylized, cursive script.

Henrik Lind

# INDEPENDENT AUDITOR'S REPORT

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Provided that no significant information or changes are brought forward during the consideration of this draft Annual Report, we will provide the final Annual Report with the following auditor's report: To the Shareholder of Lind Invest ApS.

## **Opinion**

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2017 and of the results of the Group's and the Parent Company's operations and of consolidated cash flows for the financial year 1 January - 31 December 2017 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of Lind Invest ApS for the financial year 1 January - 31 December 2017, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for both the Group and the Parent Company, as well as consolidated statement of cash flows ("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 Group 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 Consolidated Financial Statements and the Parent Company 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.

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### **Management's responsibilities for the Financial Statements**

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

In preparing the Financial Statements, Management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the Financial Statements unless Management either intends to liquidate the Group or the 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 and the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- 
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
  - Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.
  - 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.

Aarhus, 9 May 2018

**PricewaterhouseCoopers**

Statsautoriseret Revisionspartnerselskab  
CVR No 33 77 12 31



**Henrik Kragh**  
statsautoriseret revisor  
mne26783



**Rune Kjeldsen**  
statsautoriseret revisor  
mne34160



# INCOME STATEMENT

## 1 JAN. – 31 DEC.

INCOME STATEMENT		Group		Parent Company	
DKK '000	Note	2017	2016	2017	2016
Revenue	1	40,809,095	21,305,842	0	0
Other operating income		0	2,764	0	0
Cost of sales		-39,966,338	-20,636,095	0	0
Other external expenses		-114,565	-111,388	-9,266	-6,008
<b>Gross margin</b>		<b>728,192</b>	<b>561,123</b>	<b>-9,266</b>	<b>-6,008</b>
Staff expenses	2	-314,887	-302,979	-5,140	-6,392
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment		-29,340	-45,717	-52	-6
<b>Profit/loss before financial income and expenses</b>		<b>383,965</b>	<b>212,427</b>	<b>-14,458</b>	<b>-12,406</b>
Income from investments in subsidiaries		0	0	348,140	255,121
Income from investments in associates		66,786	25,139	51,355	8,096
Financial income	3	410,512	311,596	260,105	147,145
Financial expenses	4	-54,851	-56,040	-12,547	-14,983
<b>Profit/loss before tax</b>		<b>806,412</b>	<b>493,122</b>	<b>632,595</b>	<b>382,973</b>
Tax on profit/loss for the year	5	-146,773	-91,585	-21,055	-8,492
Non-controlling interests		-48,099	-27,056	0	0
<b>Net profit/loss for the year</b>		<b>611,540</b>	<b>374,481</b>	<b>611,540</b>	<b>374,481</b>

# BALANCE SHEET 31 DEC.

ASSETS			Group	Parent Company	
DKK '000	Note	2017	2016	2017	2016
CO <sub>2</sub> quota		0	0	0	0
Software		77,539	54,703	0	0
Goodwill		27,416	42,036	0	0
<b>Intangible assets</b>	<b>6</b>	<b>104,955</b>	<b>96,739</b>	<b>0</b>	<b>0</b>
Land and buildings		10,311	27,981	0	0
Other fixtures and fittings, tools and equipment		20,239	24,102	0	6
Leasehold improvements		633	1,612	0	46
<b>Property, plant and equipment</b>	<b>7</b>	<b>31,183</b>	<b>53,695</b>	<b>0</b>	<b>52</b>
Investments in subsidiaries	8	0	0	1,031,856	838,399
Investments in associates	8	191,266	232,619	74,525	135,348
Other securities and investments	8	1,780,409	1,421,862	1,057,976	1,160,762
Other receivables	8	2,241	5,614	0	0
<b>Fixed asset investments</b>		<b>1,973,916</b>	<b>1,660,095</b>	<b>2,164,357</b>	<b>2,134,509</b>
<b>Fixed assets</b>		<b>2,110,054</b>	<b>1,810,529</b>	<b>2,164,357</b>	<b>2,134,561</b>
Finished goods and goods for resale		76,072	50,004	0	0
<b>Inventories</b>		<b>76,072</b>	<b>50,004</b>	<b>0</b>	<b>0</b>
Trade receivables		1,152,887	763,334	0	0
Receivables from group entities		0	0	771,173	643,522
Receivables from associates		13,323	1,969	13,323	1,917
Other receivables	10	655,921	545,533	110,814	71,437
Deferred tax asset	12	327	16,851	99	99
Corporation tax		1,945	15,664	0	7,088
Deferred income	9	32,233	14,871	0	0
<b>Receivables</b>		<b>1,856,636</b>	<b>1,358,222</b>	<b>895,409</b>	<b>724,063</b>
<b>Securities and investments</b>		<b>1,064,693</b>	<b>1,389,983</b>	<b>0</b>	<b>0</b>
<b>Cash at bank and in hand</b>		<b>705,631</b>	<b>636,532</b>	<b>11,602</b>	<b>42,539</b>
<b>Currents assets</b>		<b>3,703,032</b>	<b>3,434,741</b>	<b>907,011</b>	<b>766,602</b>
<b>ASSETS</b>		<b>5,813,086</b>	<b>5,245,270</b>	<b>3,071,368</b>	<b>2,901,163</b>

# BALANCE SHEET 31 DEC.

LIABILITIES AND EQUITY		Group		Parent company	
DKK'000	Note	2017	2016	2017	2016
Share capital		2,220	2,220	2,220	2,220
Reserve for net revaluation under the equity method		0	0	647,062	539,177
Retained earnings		2,661,480	2,069,567	2,014,418	1,530,390
Proposed dividend for the year		100	100	100	100
<b>Equity attributable to shareholders of the Parent Company</b>		<b>2,663,800</b>	<b>2,071,887</b>	<b>2,663,800</b>	<b>2,071,887</b>
Minority interests		128,127	107,548	0	0
<b>Equity</b>	<b>11</b>	<b>2,791,927</b>	<b>2,179,435</b>	<b>2,663,800</b>	<b>2,071,887</b>
Provision for deferred tax	12	9,395	1,039	0	0
<b>Provisions</b>		<b>9,395</b>	<b>1,039</b>	<b>0</b>	<b>0</b>
Mortgage loans		878	4,394	0	0
Credit institutions		319,415	469,990	319,415	469,990
<b>Long-term debt</b>	<b>13</b>	<b>320,293</b>	<b>474,384</b>	<b>319,415</b>	<b>469,990</b>
Mortgage loans	13	3,514	3,509	0	0
Credit institutions	13	225,787	626,662	198	302,647
Trade payables		1,297,806	1,125,134	4,771	989
Payables to group enterprises		0	0	70,154	52,649
Corporation tax		30,223	16,376	10,396	0
Other payables		1,134,141	818,731	2,634	3,001
<b>Short-term debt</b>		<b>2,691,471</b>	<b>2,590,412</b>	<b>88,153</b>	<b>359,286</b>
<b>Debt</b>		<b>3,011,764</b>	<b>3,064,796</b>	<b>407,568</b>	<b>829,276</b>
<b>LIABILITIES AND EQUITY</b>		<b>5,813,086</b>	<b>5,245,270</b>	<b>3,071,368</b>	<b>2,901,163</b>

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# STATEMENT OF CHANGES IN EQUITY 31 DEC.

## STATEMENT OF CHANGES IN EQUITY

Group

DKK'000	Share capital	Reserve for net revaluation under the equity method	Retained earnings	Proposed dividend for the year	Equity excl. minority interests	Minority interests	Total
Equity at 1 January	2,220	0	2,069,567	100	2,071,887	107,548	2,179,435
Ordinary dividend paid	0	0	0	-100	-100	0	-100
Dividend from group enterprises	0	0	0	0	0	-26,356	-26,356
Other equity movements	0	0	-19,527	0	-19,527	-1,164	-20,691
Net profit/loss for the year	0	0	611,440	100	611,540	48,099	659,639
<b>Equity at 31 December</b>	<b>2,220</b>	<b>0</b>	<b>2,661,480</b>	<b>100</b>	<b>2,663,800</b>	<b>128,127</b>	<b>2,791,927</b>

## STATEMENT OF CHANGES IN EQUITY

Parent company

DKK'000	Share capital	Reserve for net revaluation under the equity method	Retained earnings	Proposed dividend for the year	Equity excl. minority interests	Minority interests	Total
Equity at 1 January	2,220	539,177	1,530,390	100	2,071,887	0	2,071,887
Ordinary dividend paid	0	0	0	-100	-100	0	-100
Other equity movements	0	-18,242	-1,285	0	-19,527	0	-19,527
Net profit/loss for the year	0	126,127	485,313	100	611,540	0	611,540
<b>Equity at 31 December</b>	<b>2,220</b>	<b>647,062</b>	<b>2,014,418</b>	<b>100</b>	<b>2,663,800</b>	<b>0</b>	<b>2,663,800</b>



# CASH FLOW STATEMENT

## 1 JAN. – 31 DEC.

### CASH FLOW STATEMENT

		Group	
DKK'000	Note	2017	2016
Net profit/loss for the year		659,639	401,537
Adjustments	18	-246,334	-45,399
Change in working capital	19	-71,140	-106,683
<b>Cash flows from operating activities before financial income and expenses</b>		<b>342,165</b>	<b>249,455</b>
Financial income		415,142	207,053
Financial expenses		-54,851	-56,040
<b>Cash flows from ordinary activities</b>		<b>702,456</b>	<b>400,468</b>
Corporation tax paid		-93,315	-76,052
<b>Cash flows from operating activities</b>		<b>609,141</b>	<b>324,416</b>
Purchase of intangible assets		-30,092	-41,252
Purchase of property, plant and equipment		-1,699	-5,771
Sale of property, plant and equipment		16,903	14,279
Purchase of financial assets		-240,574	-363,204
Sale of financial assets		327,395	137,026
Dividends received from associates		38,869	74,454
<b>Cash flows from investing activities</b>		<b>110,802</b>	<b>-184,468</b>
Repayment of mortgage loans		-3,511	0
Repayment of loans from credit institutions		-551,450	-372,579
Proceeds of long-term debt		0	100,000
Cash capital increase		1,285	0
Other equity entries		-5,127	0
Dividend paid		-26,456	-39,429
<b>Cash flows from financing activities</b>		<b>-585,259</b>	<b>-312,008</b>
<b>Change in cash and cash equivalents</b>		<b>134,684</b>	<b>-172,060</b>
Cash and cash equivalents at 1 January		1,409,853	1,514,556
Transfer of bank debt from long-term to short-term after changes in loan terms		0	67,357
<b>Cash and cash equivalents at 31 December</b>		<b>1,544,537</b>	<b>1,409,853</b>
Cash and cash equivalents are specified as follows:			
Cash at bank and in hand		705,631	636,532
Current asset investments		1,064,693	1,389,983
Overdraft facility		-225,787	-616,662
<b>Cash and cash equivalents at 31 December</b>		<b>1,544,537</b>	<b>1,409,853</b>

# NOTES TO THE FINANCIAL STATEMENTS

DKK'000		Group		Parent Company	
1	BREAKDOWN OF REVENUE BY BUSINESS SEGMENT	2017	2016	2017	2016
	Electricity trading	21,909,797	11,587,963	0	0
	Gas, coal and financial trading	18,826,633	9,679,082	0	0
	Security trading	72,665	38,797	0	0
	<b>Total</b>	<b>40,809,095</b>	<b>21,305,842</b>	<b>0</b>	<b>0</b>
2	STAFF EXPENSES				
	Wages/salaries	290,986	283,825	4,870	6,096
	Pensions	9,399	9,361	270	296
	Other staff costs	14,502	9,793	0	0
	<b>Total</b>	<b>314,887</b>	<b>302,979</b>	<b>5,140</b>	<b>6,392</b>
	<b>Average number of full-time employees</b>	<b>318</b>	<b>325</b>	<b>3</b>	<b>4</b>

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

## Incentive Share Programme 2017

As part of the remuneration to the Senior Management Group, Danske Commodities has agreed to provide share-based remuneration. Danske Commodities allots 0.1% annually of the company's share capital as restricted shares up to a maximum of 5% of its share capital. Under the terms of the sharebased remuneration to the Senior Management Group, the shares vest after a period of three years from the date of allotment. There is no self-payment from the Senior Management Group for the restricted shares.

In accordance with the Danish Financial Statements Act, the Company has not yet recognised sharebased remuneration for the year in the financial statements.

In 2017, Danske Commodities allotted 3,706 restricted shares each with a nominal value of DKK 1 to the Senior Management Group as part of share-based remuneration.

At 31 December 2017, a total of 7,412 restricted shares were eligible for allocation to the Senior Management Group, 3,706 at 31 December 2019 and an additional 3,706 at 31 December 2020.

## Incentive Share Programme 2016

As part of the remuneration to the Senior Management Group, Danske Commodities has agreed to provide share-based remuneration. Danske Commodities allots 0.1% annually of the company's share capital as restricted shares up to a maximum of 5% of its share capital. Under the terms of the sharebased remuneration to the Senior Management Group, the shares vest after a period of three years from the date of allotment. There is no self-payment from the Senior Management Group for the restricted shares.

In 2016, the subsidiary, Danske Commodities, terminated the share-based remuneration agreement of restricted shares to the Executive Board. 7,414 restricted shares lapsed in 2016. At 31 December 2016 there were no restricted shares to be allocated to the Executive Board.

In 2016, Danske Commodities allotted 3,706 restricted shares each with a nominal value of DKK 1 to the Senior Management Group as part of share-based remuneration.

At 31 December 2016, a total of 3,706 restricted shares were eligible for allocation to the Senior Management Group at 31 December 2019.

# NOTES TO THE FINANCIAL STATEMENTS

DKK'000

		Group	Parent Company	
	2017	2016	2017	2016
<b>3 FINANCIAL INCOME</b>				
Interest received from group enterprises	0	0	22,716	17,286
Interest received from associates	38	744	38	133
Income from other investments, securities and receivables, that are noncurrent assets	334,559	263,837	222,666	127,472
Other financial income	75,915	47,015	14,685	2,254
<b>Total</b>	<b>410,512</b>	<b>311,596</b>	<b>260,105</b>	<b>147,145</b>
<b>4 FINANCIAL EXPENSES</b>				
Interest expenses, group entities	0	0	479	891
Other financial expenses	54,851	56,040	12,068	14,092
<b>Total</b>	<b>54,851</b>	<b>56,040</b>	<b>12,547</b>	<b>14,983</b>
<b>5 TAX ON PROFIT/LOSS FOR THE YEAR</b>				
Current tax for the year	124,193	95,615	21,055	8,568
Deferred tax for the year	24,880	-4,708	0	-78
Adjustment of tax concerning previous years	-2,300	678	0	2
<b>Total</b>	<b>146,773</b>	<b>91,585</b>	<b>21,055</b>	<b>8,492</b>

# NOTES TO THE FINANCIAL STATEMENTS

DKK'000				Group	
6	INTANGIBLE ASSETS	CO <sub>2</sub> quota	Software	Goodwill	Total
	Cost at 1 January	1,895	126,937	73,099	201,931
	Exchange adjustment	2	577	0	579
	Additions for the year	0	30,092	0	30,092
	Disposals for the year	0	-1,303	0	-1,303
	<b>Cost at 31 December</b>	<b>1,897</b>	<b>156,303</b>	<b>73,099</b>	<b>231,299</b>
	Impairment losses and amortisation at 1 January	1,895	72,234	31,063	105,192
	Exchange adjustment	2	500	0	502
	Amortisation for the year	0	7,333	14,620	21,953
	Reversal of amortisation of disposals for the year	0	-1,303	0	-1,303
	<b>Impairment losses and amortisation at 31 December</b>	<b>1,897</b>	<b>78,764</b>	<b>45,683</b>	<b>126,344</b>
	<b>Carrying amount at 31 December</b>	<b>0</b>	<b>77,539</b>	<b>27,416</b>	<b>104,955</b>
	Amortised over	5 years	3 years	5 years	

DKK'000		Parent company
	INTANGIBLE ASSETS	Software
	Cost at 1 January	764
	Cost at 31 December	764
	Impairment losses and amortisation at 1 January	764
	Impairment losses and amortisation at 31 December	764
	<b>Carrying amount at 31 December</b>	<b>0</b>
	Amortised over	3 years



# NOTES TO THE FINANCIAL STATEMENTS

DKK'000

Group

## 7 PROPERTY, PLANT AND EQUIPMENT

	Land and buildings	Other fixtures and fittings, tools and equipment	Leasehold improvements	Total
Cost at 1 January	32,805	70,558	19,159	122,522
Exchange adjustment	104	95	26	225
Additions for the year	722	947	30	1,699
Disposals for the year	-16,903	0	0	-16,903
<b>Cost at 31 December</b>	<b>16,728</b>	<b>71,600</b>	<b>19,215</b>	<b>107,543</b>
Revaluations at 1 January	-51	0	0	-51
Revaluations at 31 December	-51	0	0	-51
Impairment losses and depreciation at 1 January	4,773	46,456	17,547	68,776
Exchange adjustment	7	62	25	94
Depreciation for the year	1,586	4,843	1,010	7,439
<b>Impairment losses and depreciation at 31 December</b>	<b>6,366</b>	<b>51,361</b>	<b>18,582</b>	<b>76,309</b>
<b>Carrying amount at 31 December</b>	<b>10,311</b>	<b>20,239</b>	<b>633</b>	<b>31,183</b>
Depreciated over	15 years	3-15 years	3-5 years	

DKK'000

Parent company

	Other fixtures and fittings, tools and equipment	Leasehold improvements	Total
<b>PROPERTY, PLANT AND EQUIPMENT</b>			
Cost at 1 January	63	336	399
<b>Cost at 31 December</b>	<b>63</b>	<b>336</b>	<b>399</b>
Impairment losses and depreciation at 1 January	56	291	347
Depreciation for the year	7	45	52
<b>Impairment losses and depreciation at 31 December</b>	<b>63</b>	<b>336</b>	<b>399</b>
<b>Carrying amount at 31 December</b>	<b>0</b>	<b>0</b>	<b>0</b>
Depreciated over	3-15 years	3-5 years	

# NOTES TO THE FINANCIAL STATEMENTS

DKK'000		Group		
8	FIXED FINANCIAL ASSETS	Investment in associates	Other receivables	Other securities and investments
	Costs at 1. January	336.217	5.614	1.063.554
	Additions for the year	2.948	2.057	175.117
	Disposals in the year	-19.839	-5.430	-319.019
	Transfer for the year	16	-	275.356
	<b>Costs at 31. december</b>	<b>319.342</b>	<b>2.241</b>	<b>1.195.008</b>
	Value adjustment 1. January	-103.598	-	358.308
	Disposals for the year	-11.463	-	-
	Revaluations for the year	-	-	158.254
	Dividends received	-38.869	-	-
	Net profit/loss for the year	27.495	-	-
	Amortisation of goodwill	-1.641	-	-
	<b>Transfers for the year</b>	<b>-</b>	<b>-</b>	<b>68.839</b>
	<b>Value adjustment 31. december 2017</b>	<b>-128.076</b>	<b>-</b>	<b>585.401</b>
	<b>Carrying amount at 31. december 2017</b>	<b>191.266</b>	<b>2.241</b>	<b>1.780.409</b>

The carrying amount of associates comprises a share of the entities' net asset value, DKK 186 million and goodwill at a carrying amount of DKK 5 million.

Investments in associates are specified as follows:

DKK'000				
NAME	Place of registered office	Votes and ownership	Equity	Net profit/loss for the year
IFTU ApS	Aarhus	26.33%	1,744	1,244
LF Shares ApS	Aarhus	18.42%	7,947	2,189
Scanbag A/S	Skive	19.87%	5,321	1,827
Blue Equity I K/S	Kolding	24.00%	497,302	79,908
Scandinavian Private Equity A/S	København	25.51%	324,041	18,197
Komplementarselskabet Lean Management ApS	Aarhus	33.33%	50	-

# NOTES TO THE FINANCIAL STATEMENTS

DKK'000

Parent company

## 8 FIXED FINANCIAL ASSETS

	Investments in subsidiaries	Investment in associates	Other securities and investments
Costs at 1. January	174.734	259.837	890.499
Additions for the year	49.542	3	82.397
Disposals in the year	-4.974	-19.839	-281.128
Transfer for the year	-	16	-
<b>Costs at 31. december</b>	<b>219.302</b>	<b>240.017</b>	<b>691.768</b>
Value adjustment 1. January	663.665	-124.489	270.263
Disposals for the year	-34.568	-11.463	-
Revaluations for the year	-	-	95.945
Dividends received	-145.919	-38.869	-
Net profit/loss for the year	360.889	10.970	-
Amortisation of goodwill	-12.748	-1.641	-
Other Equity movements, net	-18.242	-	-
Other adjustments	-523	-	-
<b>Value adjustment 31. december 2017</b>	<b>812.554</b>	<b>-165.492</b>	<b>366.208</b>
<b>Carrying amount at 31. december 2017</b>	<b>1.031.856</b>	<b>74.525</b>	<b>1.057.976</b>

The carrying amount of group entities comprises a share of the entities' net asset value, DKK 1,008 million and goodwill at a carrying amount of DKK 23 million.

The carrying amount of associated comprises a share of the entities' net asset value, DKK 70 million and goodwill at a carrying amount of DKK 5 million

Investments in associates and subsidiaries are specified as follows:

DKK'000

Name	Place of registered office	Votes and ownership	Equity	Net profit/loss for the year
Danske Commodities A/S	Aarhus	53.82%	788,080	351,347
Danske Share ApS	Aarhus	74.98%	193,963	79,128
Danske Share II ApS	Aarhus	50.00%	155,227	63,305
Danske Share Invest I ApS	Aarhus	77.78%	38,868	15,821
Danske Share Invest II ApS	Aarhus	88.89%	19,395	7,896
Danske Share Invest III ApS	Aarhus	90.00%	19,406	7,908
Lind Capital A/S	Aarhus	81.00%	77,946	27,301
Lind Capital Fondsmæglerselskab A/S	Aarhus	81.00%	19,498	3,966
4U Development A/S	Aarhus	100.00%	-22,015	-760
Lind Value ApS	Aarhus	100.00%	108,831	-11,929
Lind Value III ApS	Aarhus	100.00%	8,047	-1,759
Lind Value IIII ApS	Aarhus	100.00%	12,275	12,175
Lind Ejendomme ApS	Aarhus	100.00%	33,929	4,030
Lind Private Equity ApS	Aarhus	100.00%	55,002	27,480

# NOTES TO THE FINANCIAL STATEMENTS

DKK'000

NAME	Place of registered office	Votes and ownership	Equity	Net profit/loss for the year
IFTU ApS	Aarhus	26.33%	1,744	1,244
LF Shares ApS	Aarhus	18.42%	7,947	2,189
Scanbag A/S	Skive	19.87%	5,321	1,827
Scandinavian Private Equity A/S	København	25.51%	324,041	18,197
Komplementarselskabet Lean Management ApS	Aarhus	33.33%	50	-

## 9 DEFERRED INCOME

Deferred income comprise prepaid maintenance, software licenses, rent and insurance premiums.

DKK'000		Group		Parent Company	
10 OTHER RECEIVABLES	2017	2016	2017	2016	
Derivative financial instruments - asset	2,283,403	2,135,464	0	0	
Derivative financial instruments - liabilities	-2,213,131	-2,043,293	0	0	
Deposits related to trading	364,171	170,739	0	0	
Other receivables	221,478	282,623	110,814	71,437	
<b>Total</b>	<b>655,921</b>	<b>545,533</b>	<b>110,814</b>	<b>71,437</b>	

See further explanation of derivative financial instruments in note 16.

### Group

Out of the Group's total receivables, other receivables totalling DKK 128,354k (2016: DKK 76,909k) falls due for payment after more than one year after the balance sheet date.

### Parent

Out of the parent company's total receivables totalling DKK 104,558k (2016: DKK 297k) falls due for payment after more than one year after the balance sheet date.

## 11 EQUITY

The share capital consists of 2,220,000 shares of a nominal value of DKK 1. No shares carry any special rights. There have been no changes in the share capital during the last 5 years.



# NOTES TO THE FINANCIAL STATEMENTS

DKK'000		Group		Parent Company	
12	PROVISION FOR DEFERRED TAX	2017	2016	2017	2016
	Provision for deferred tax at 1 January	-15,812	7,580	-99	-23
	Amounts recognised in the income statement for the year	24,880	-4,708	0	-78
	Amounts recognised in equity for the year	0	-18,684	0	2
	<b>Provision for deferred tax at 31 December</b>	<b>9,068</b>	<b>-15,812</b>	<b>-99</b>	<b>-99</b>
	Intangible assets	17,058	11,781	0	0
	Property, plant and equipment	-3,434	-3,345	15	15
	Receivables	1,674	-7,358	0	0
	Tax loss	0	-16,776	0	0
	Other non-taxable temporary differences	-6,230	-114	-114	-114
	Transferred to deferred tax asset	327	16,851	99	99
	<b>Total</b>	<b>9,395</b>	<b>1,039</b>	<b>0</b>	<b>0</b>
	Calculated tax asset	327	16,851	99	99
	<b>Carrying amount</b>	<b>327</b>	<b>16,851</b>	<b>99</b>	<b>99</b>

## 13 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:

DKK'000		Group		Parent Company	
MORTGAGE LOANS		2017	2016	2017	2016
	Between 1 and 5 years	878	4,394	0	0
	<b>Long-term part</b>	<b>878</b>	<b>4,394</b>	<b>0</b>	<b>0</b>
	Within 1 year	3,514	3,509	0	0
	<b>Total</b>	<b>4,392</b>	<b>7,903</b>	<b>0</b>	<b>0</b>
CREDIT INSTITUTIONS		2017	2016	2017	2016
	Between 1 and 5 years	319,415	469,990	319,415	469,990
	<b>Long-term part</b>	<b>319,415</b>	<b>469,990</b>	<b>319,415</b>	<b>469,990</b>
	Within 1 year	0	10,000	0	10,000
	Other short-term debt to credit institutions	225,787	616,662	198	292,647
	<b>Short-term part</b>	<b>225,787</b>	<b>626,662</b>	<b>198</b>	<b>302,647</b>
	<b>Total</b>	<b>545,202</b>	<b>1,096,652</b>	<b>319,613</b>	<b>772,637</b>

# NOTES TO THE FINANCIAL STATEMENTS

DKK'000		Group		Parent company	
14	CONTINGENT ASSETS, LIABILITIES AND OTHER FINANCIAL OBLIGATIONS	2017	2016	2017	2016
<b>Charges and security</b>					
The following assets have been placed as security with mortgage credit institutes:					
	Buildings with a carrying amount of	7,110	7,958	0	0
	Other fixtures, fittings, tools and equipment with a carrying amount of	18,970	22,803	0	0
The following assets have been placed as security with bankers:					
	Mortgages registered to the mortgager totalling DKK 4,000k, security in buildings and other property, plant and equipment at a total carrying amount of	26,079	30,760	0	0
	Securities and investments in associates at a carrying amount of	2,359,826	2,500,451	1,197,210	1,314,451
	Guarantee of payment for the bankers of certain subsidiaries	0	0	332,000	75,000
The following assets have been placed as security for guarantee limits with banks:					
	Cash at bank in hand with a carrying amount of	37,202	46,385	0	0
	Deposits related to trading with a carrying amount of	12,705	0	0	0
<b>Contingent assets</b>					
The subsidiary Lind Value II ApS has a deferred tax asset of DKK 28,900k (2016: DKK 12,200k) that is not recognized in the balance sheet because of uncertainty about the Company's ability to use the asset.					
<b>Rental and lease obligations</b>					
Lease obligations under operating leases. Total future lease payments:					
	Within 1 year	14,528	13,589	0	0
	Between 1 and 5 years	2,613	8,279	0	0
	<b>Total</b>	<b>17,141</b>	<b>21,868</b>	<b>0</b>	<b>0</b>
	Rent obligations, period of nonterminability of up to 1 year (1 year)	769	769	769	769

## Other contingent liabilities

The Group has agreed to pay in the remaining commitment of DKK 567,564k for investments and DKK 9,114k in donations to social projects.

The parent company has agreed to pay in the remaining commitment of DKK 248,564k for investments and DKK 9,114k in donations to social projects.

As management company, the parent company is jointly taxed with other Danish group entities. Together with other jointly taxed group entities, the Company has joint and several liability for the payment of income taxes for the income years 2013-2017 and with holding taxes falling due for payment on or after 1 July 2013 in the group of jointly taxed entities. Any subsequent adjustments to corporation tax and withholding taxes may increase the Company's obligations.

# NOTES TO THE FINANCIAL STATEMENTS

DKK'000		Group		Parent company	
15	FEE TO AUDITORS APPOINTED AT THE GENERAL MEETING	2017	2016	2017	2016
	<b>PricewaterhouseCoopers</b>				
	Audit fee	1,144	0	125	0
	Other assurance engagements	456	0	0	0
	Tax advisory services	816	0	29	0
	Other assistance	4,642	0	4,036	0
	<b>Total</b>	<b>7,058</b>	<b>0</b>	<b>4,190</b>	<b>0</b>
	<b>EY</b>				
	Audit fee	0	457	0	100
	Other assurance engagements	0	3	0	0
	Tax advisory services	0	92	0	92
	Other assistance	0	1,504	0	851
	<b>Total</b>	<b>0</b>	<b>2,056</b>	<b>0</b>	<b>1,043</b>
	<b>Total fee</b>	<b>7,058</b>	<b>2,056</b>	<b>4,190</b>	<b>1,043</b>

# NOTES TO THE FINANCIAL STATEMENTS

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## 16 USE OF DERIVATIVE FINANCIAL INSTRUMENTS

Financial risks in the group enterprises affecting financial instruments are primarily market risks and credit risk.

### Market risk

The group enterprises' market risk arises in both commodity and financial markets, in which changing energy prices and volumes as well as foreign exchange rate fluctuations are key risk factors.

The risk related to fluctuations in energy prices and volumes are monitored and hedged in accordance with the policies and mandates assigned by the Risk Management function. Positions are only allowed within given mandates. The hedged positions account for a significant part of the derivatives' fair value. At 31 December 2017 power derivatives from the trading portfolio, customer business and hedging thereof amounted to a net receivable of DKK 61.8 million. Derivatives regarding power capacities amounted to a net receivable of DKK 5.2 million at 31 December 2017. The traded gross volumes of these derivatives were 131.3 TWh for power derivatives and 14.4 TWh for power capacities.

The other key risk factor, foreign exchange rate fluctuations, is not deemed to be a part of the core business in the group enterprises. The risk is mitigated and hedged by the Treasury function on a daily basis in accordance with the hedging strategy approved by the Board of Directors. The risk relates to a wide range of currencies to which the daily commercial business is exposed. At the end of 2017 the fair value of foreign exchange forward contracts amounted to DKK 3.0 million.

The foreign exchange forward contracts had been entered into for the purpose of hedging future cash flows in a range of currencies, primarily GBP, USD, RON and TRY. The hedging activity related to these can be specified as follows:

- Hedging of future net cash outflows in GBP was GBP 100.6 million. The GBP forward contracts have a duration from one to three months.
- Hedging of future net cash outflows in USD was USD 3.7 million. The USD forward contracts have a duration of three months.
- Hedging of future net cash inflows in RON amounted to RON 4.4 million. The RON forward contracts have a duration from one to two months.
- Hedging of future net cash outflows in TRY was TRY 4.0 million. The TRY forward contracts have a duration from one to two months.

The group has entered into forward contracts on palm oil with a nominal value of DKK 4.0 million. The fair value of this position is recognised as an asset in the financial statements.

The group has further entered into CFD margin trading activities with a market exposure for the company of DKK 37.5 million.

### Credit risk

Exposure to credit risk may arise in the group enterprises' Trading, Origination and Treasury operations. The group enterprises manages credit risk through a clear framework of policies and procedures defined by the Board of Directors, Executive Management and the Risk Management function. Responsibilities are divided between different business teams, Risk Management, Executive Management and the Board of Directors.

A thorough Know Your Customer (KYC) process is carried out for all counterparties with whom the group enterprises engages in transactions.

The group enterprises has credit insurance covering the main portfolio of bilateral counterparties which outlines the credit line applied to each counterparty. The insurance does not cover clearing houses and entities in or partly in the public sector that are considered minimal risk counterparties.

The credit risk affecting the derivative financial instruments measured at fair value are considered minimal.



# NOTES TO THE FINANCIAL STATEMENTS

## Fair value measurement

Financial instruments measured and held at fair value in the balance sheet are as a main rule measured based on prices in an active market.

For some derivatives, measurement cannot be based on prices in an active market or on observable data. Such derivatives are measured by way of internal models with a valuation technique using non-observable data. Derivatives measured using non-observable data are:

- Power capacities Capacities are recognised at their intrinsic value given by the spread between the two borders, less option premiums and capped at the capacity cost.
- Power derivatives traded in very illiquid and/or not quoted markets Derivatives are recognised using internal models where main inputs relate to deriving expected future commodity prices.

The valuation process of the derivatives includes input from relevant stakeholders of Danske Commodities, and the final valuation is verified and approved by the Risk Management function.

## DKK'000

## Parent

17 DISTRIBUTION OF PROFIT	2017	2016
Proposed dividend for the year	100	100
Reserve for net revaluation under the equity method	126,127	-4,073
Retained earnings	485,313	378,454
<b>Total</b>	<b>611,540</b>	<b>374,481</b>

## DKK'000

## Group

18 CASH FLOW STATEMENT - ADJUSTMENTS	2017	2016
Financial income	-410,512	-311,596
Financial expenses	54,851	56,040
Depreciation, amortisation and impairment losses, including losses and gains on sales	29,340	45,717
Income from investments in associates	-66,786	-25,139
Tax on profit/loss for the year	146,773	91,585
Other adjustments	0	97,994
<b>Total</b>	<b>-246,334</b>	<b>-45,399</b>

19 CASH FLOW STATEMENT - CHANGE IN WORKING CAPITAL	2017	2016
Changes in inventories	-26,068	33,554
Change in receivables	-533,292	-244,032
Change in trade payables, etc.	488,220	103,795
<b>Total</b>	<b>-71,140</b>	<b>-106,683</b>

# NOTES TO THE FINANCIAL STATEMENTS

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## 20 RELATED PARTIES

### **Controlling interest**

Shareholder Henrik Lind  
8240 Risskov

### **Ownership**

The following shareholder is recorded in the Company's register of shareholders as holding at least 5% of the votes or at least 5% of the share capital:

Shareholder Henrik Lind  
8240 Risskov

### **Basis**

Participating interest

## 21 SUBSEQUENT EVENTS

No events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

# NOTES TO THE FINANCIAL STATEMENTS

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## 22 ACCOUNTING POLICIES

The annual report of Lind Invest ApS for 2016 has been prepared in accordance with the provisions applying to reporting class C large enterprises under the Danish Financial Statements Act.

The accounting policies applied remain unchanged from last year. A few reclassifications have been made in the Financial Statements. These reclassifications do not affect the result for the year or equity.

### Consolidation

The consolidated financial statements comprise the parent, Holding A/S, and entities controlled by the parent. Control is presumed to exist when the parent owns, directly or indirectly, more than half of the voting power of an entity. Control may also exist by virtue of an agreement or articles of association or when the parent otherwise has a controlling interest in the subsidiary or actually exercises controlling influence over it.

The existence and impact of potential voting rights that are actually exercisable or convertible are taken into account when assessing whether control exists.

The consolidated financial statements have been prepared as a consolidation of the parent company's and the individual subsidiaries' financial statements, which are prepared according to the Group's accounting policies.

On consolidation, intra-group income and expenses, shareholdings, intra-group balances and dividends, and realised and unrealised gains on intra-group transactions are eliminated. Unrealised gains on transactions with associates are eliminated in proportion to the Group's interest in the entity. Unrealised losses are eliminated in the same way as unrealised gains in so far as they do not reflect impairment.

Entities acquired or formed are recognised in the consolidated financial statements from the date of acquisition or formation. Entities sold or otherwise disposed of are recognised in the consolidated income statement until the date of disposal. Comparative figures are not restated for acquisitions or disposals.

Corporate acquisitions are accounted for using the purchase method, according to which the acquired entity's identifiable assets and liabilities acquired are measured at their fair values at the date of acquisition. Restructuring costs recognised in the acquired entity before the date of acquisition and not agreed as part of the acquisition are part of the acquisition balance sheet and, hence, the calculation of goodwill. Restructuring costs decided by the acquiring entity must be recognised in the income

statement. Allowance is made for the tax effect of revaluations made. Any excess of the cost over the fair value of the identifiable assets and liabilities acquired (goodwill) is recognised as intangible assets and amortised on a systematic basis in the income statement based on an individual assessment of the useful life of the asset. Negative differences (negative goodwill) are recognised as income in the income statement at the time of acquisition when the general revenue recognition criteria are met. Goodwill and negative goodwill from acquired entities can be adjusted until 12 months after the year of acquisition.

Entities over which the Group exercises significant influence are considered associates. Significant influence is presumed to exist when the Group directly or indirectly holds between 20% and 50% of the voting rights or otherwise has or actually exercises significant influence.

Associates are recognised in the consolidated financial statements at their net asset value.

### Minority interests

On initial recognition, non-controlling interests are measured at the fair value of the noncontrolling interests' ownership share or at the non-controlling interests' proportionate share of the fair value of the acquired entity's identifiable assets, liabilities and contingent liabilities.

In the former scenario, goodwill relating to the non-controlling interests' ownership share in the acquired entity is thus recognised, while, in the latter scenario, goodwill relating to the non-controlling interests' ownership share is not recognised. Measurement of noncontrolling interests is chosen on a transaction by transaction basis and is stated in the notes in connection with the description of acquired entities.

### Foreign currency translation

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

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

# NOTES TO THE FINANCIAL STATEMENTS

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## Foreign group entities

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

## Derivative financial instruments

On initial recognition, derivative financial instruments are recognised at cost in the balance sheet and are subsequently measured at fair value. Positive and negative fair values of derivative financial instruments are included in "Other receivables" and "Other payables", respectively.

Fair value adjustments of derivative financial instruments designated as and qualifying for recognition as a hedge of the fair value of a recognised asset or liability are recognised in the income statement along with changes in the fair value of the hedged asset or liability.

Fair value adjustments of derivative financial instruments designated as and qualifying for hedging of future assets or liabilities are recognised in other receivables or other payables, respectively, and in equity. If the hedged forecast transaction results in the recognition of assets or liabilities, amounts previously recognised in equity are transferred to the cost of the asset or liability, respectively. If the hedged forecast transaction results in income or expenses, amounts previously deferred in equity are transferred to the income statement in the period in which the hedged item affects the profit/loss for the year.

Fair value adjustments of derivative financial instruments held to hedge net investments in independent foreign subsidiaries or associates are recognised directly in equity.

## Hedge accounting

Changes in the fair values of financial instruments that are designated and qualify as fair value hedges of a recognised asset are recognised in the income statement as are any changes in the fair value of the hedged asset related to the hedged risk. Fair value hedging comprises binding contracts concerning the delivery of power at a fixed-price. Hedged fixed-price contracts are thus recognised at the accumulated change in the fair values of the contracts occurring since the time when the contracts were hedged. Positive and negative values of hedged fixed-price contracts are classified as "Other receivables" and "Other payables", respectively.

Changes in the fair values of financial instruments that are designated and qualify as hedges of expected future transactions are recognised in retained earnings in equity as regards the effective portion of the hedge. The ineffective portion is recognised in the income statement. If the hedged transaction results in an asset or a liability, the amount deferred in equity is transferred from equity and recognised in the cost of the asset or the liability, respectively. If the hedged transaction results in an income or an expense, the amount deferred in equity is transferred from equity to the income statement in the period in which the hedged transaction is recognised. The amount is recognised in the same item as the hedged transaction.

## Leases

Leases that do not transfer substantially all the risks and rewards incident to the ownership to the Company are classified as operating leases. Payments relating to operating leases and any other rent agreements are recognised in the income statement over the term of the lease.

The Company's aggregate liabilities relating to operating leases and other rent agreements are disclosed under "Contingent liabilities".

## INCOME STATEMENT

### Revenue

Income is recognised in revenue at the time of delivery and when the risk passes to the buyer, provided that the income can be made up reliably and is expected to be received. Revenue is measured at fair value of the agreed consideration exclusive of VAT and taxes charged on behalf of third parties. All discounts and rebates granted are recognised in revenue.

### Other operating income

Other operating income comprise items of a secondary nature relative to the entity's core activities, including gains or losses on the sale of fixed assets.

### Other external expenses

Other external expenses include the year's expenses relating to the Company's core activities, including expenses relating to distribution, sale, advertising, administration, premises, bad debts, payments under operating leases, etc.

### Staff costs

Staff costs include wages and salaries, including compensated absence and pension to the Company's employees, as well as other social security contributions, etc. The item is net of refunds from public authorities.



# NOTES TO THE FINANCIAL STATEMENTS

## **Amortisation/depreciation and impairment of intangible assets and property, plant and equipment.**

The item comprises amortisation/depreciation and impairment of intangible assets and property, plant and equipment.

The cost net of the expected residual value for completed development projects and acquired IP rights is amortised over the expected useful life. Acquired IP rights include patents, rights and licences.

Goodwill is amortised over the expected economic life, measured by reference to an assessment of, among other factors, the nature, earnings and market position of the acquired entity as well as the stability of the industry and the dependence on key staff. The basis of amortisation, which is calculated as cost less any residual value, is amortised on a straight line basis over the expected useful life. The expected useful lives of the assets are as follows:

Software	3 years
CO <sub>2</sub> quota	5 years
Goodwill	5 years

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

The basis of depreciation, which is calculated as cost less any residual value, is depreciated on a straight line basis over the expected useful life. The expected useful lives are as follows:

Buildings	15 years
Other fixtures and fittings, tools and equipment	3-15 years
Leasehold improvements	3-5 years

Land is not depreciated.

Minor acquisitions with a cost of DKK 30 thousand or less per unit are recognised as cost in the income statement in the year of acquisition.

## **Income from investments in group entities and associates**

The item includes the Company's proportionate share of the profit/loss for the year in subsidiaries and associates after elimination of intra-group income or losses and net of amortisation and impairment of goodwill and other excess values at the time of acquisition.

## **Financial income and expenses**

Financial income and expenses are recognised in the income statement at the amounts that relate to the financial reporting period. The items comprise interest income and expenses, e.g. from group entities and associates, dividends declared from other securities and investments, financial expenses relating to finance leases, realised and unrealised capital gains and losses relating to other securities and investments, transactions denominated in foreign currencies and amortisation of financial assets and liabilities.

## **Tax**

The parent company is covered by the Danish rules on mandatory joint taxation of the Group's Danish subsidiaries. Subsidiaries are included in the joint taxation arrangement from the date at which they are included in the consolidated financial statements and up to the date when they are no longer consolidated. The parent company acts as management company for the joint taxation arrangement and consequently settles all corporate income tax payments with the tax authorities.

On payment of joint taxation contributions, the Danish corporate income tax charge is allocated between the jointly taxed entities in proportion to their taxable income. Entities with tax losses receive joint taxation contributions from entities that have been able to use the tax losses to reduce their own taxable income. Tax for the year, which comprises the current income tax charge, joint taxation contributions and deferred tax adjustments, including adjustments arising from changes in tax rates, is recognised in the income statement as regards the portion that relates to the profit/loss for the year and directly in equity as regards the portion that relates to entries directly in equity.

## **BALANCE SHEET**

### **Intangible assets**

Goodwill is amortised at cost less accumulated amortisation and impairment losses. less accumulated amortisation and impairment losses.

Other intangible assets include development projects and other acquired intangible rights.

Other intangible assets are measured at cost less accumulated amortisation and impairment losses.

# NOTES TO THE FINANCIAL STATEMENTS

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## **Property, plant and equipment**

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes the acquisition price and costs directly related to the acquisition until the time at which the asset is ready for use. Land and buildings that are considered investment properties are measured at fair value. The value adjustment is recognised in the income statement.

Also, the cost of selfproduced non-current assets includes interest expenses in the production period regarding loans to finance the production.

Gains or losses are calculated as the difference between the selling price less selling costs and the carrying amount at the date of disposal.

Gains and losses from the disposal of property, plant and equipment are recognised in the income statement as other operating income or other operating expenses.

## **Investments in group entities and associates**

On initial recognition, investments in subsidiaries and associates are measured at cost and subsequently at the proportionate share of the entities' net asset values calculated in accordance with the parent company's accounting policies minus or plus any residual value of positive or negative goodwill calculated in accordance with the purchase method of accounting. Subsidiaries and associates with a negative net asset value are measured at DKK 0 (nil), and any amounts owed by such entities are written down by the parent company's share of the net asset value if the amount owed is deemed irrecoverable. If the negative net asset value exceeds the amounts owed, the remaining amount is recognised under provisions if the parent company has a legal or a constructive obligation to cover the entity's deficit. Net revaluations of investments in subsidiaries and associates are transferred to the net revaluation reserve according to the equity method where the carrying amount exceeds the acquisition cost. Newly acquired or formed entities are recognised in the financial statements from the date of acquisition or formation. Entities sold or otherwise disposed of are recognised up to the date of disposal.

Corporate acquisitions are accounted for using the purchase method according to which the acquired entity's identifiable assets and liabilities are measured at fair value at the date of acquisition. In connection with the acquisition, a provision is made for expenses related to adopted plans to restructure the acquired entity. The tax effect of revaluations made is taken into account.

## **Other securities and investments**

Securities and investments consisting of listed shares and bonds are measured at fair value (market price) at the balance sheet date. Investments not admitted to trading on an active market are measured at cost.

Deposits are measured at cost.

## **Impairment of fixed assets**

Intangible assets, property, plant and equipment and investments in subsidiaries and associates are subject to an annual test for indications of impairment other than the decrease in value reflected by depreciation or amortisation. Impairment tests are conducted in respect of individual assets or groups of assets generating separate cash flows when there is indications of impairment. The assets are written down to the higher of the value in use and net realisable value (recoverable amount) of the asset or group of assets if this is lower than the carrying amount. As for group of assets, impairment losses are first recognised in respect of goodwill and thereafter proportionately in respect of the other assets.

Impairment tests are conducted on assets or groups of assets when there is evidence of impairment. The carrying amount of impaired assets is reduced to the higher of the net selling price and the value in use (recoverable amount).

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

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

## **Inventories**

Inventories are measured at cost in accordance with weighted average prices or net realisable value if this is lower.

# NOTES TO THE FINANCIAL STATEMENTS

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## Receivables

Receivables are measured at amortised cost. An impairment loss is recognised if there is objective evidence that a receivable or a group of receivables is impaired. If there is objective evidence that an individual receivable has been impaired, an impairment loss is recognised on an individual basis. Receivables in respect of which there is no objective evidence of individual impairment are tested for objective evidence of impairment on a portfolio basis. The portfolios are primarily based on the debtors' domicile and credit ratings in line with the Company's risk management policy. The objective evidence applied to portfolios is determined based on historical loss experience.

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

## Prepayments

Prepayments recognised under "Assets" comprise prepaid expenses regarding subsequent financial reporting years.

## Securities and investments

Securities and investments recognised as current assets comprise listed securities and other securities.

Listed securities are measured at fair value at the balance sheet date, corresponding to the market price. Unlisted securities are measured at market value based on calculated sales price. Capital gains and losses are recognised in the income statement.

## Cash

Cash comprise cash and short term securities which are readily convertible into cash and subject only to minor risks of changes in value.

## Equity

Reserve for net revaluation according to the equity method. The net revaluation reserve according to the equity method includes net revaluations of investments in subsidiaries and associates relative to cost. The reserve can be eliminated in case of losses, realisation of investments or a change in accounting estimates. The reserve cannot be recognised at a negative amount.

## Income taxes

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

Deferred tax is measured using the balance sheet liability method on all temporary differences between the carrying amount

and the tax value of assets and liabilities. However, deferred tax is not recognised on temporary differences relating to goodwill which is not deductible for tax purposes and on office premises and other items where temporary differences, apart from business combinations, arise at the date of acquisition without affecting either profit/loss for the year or taxable income. Where alternative tax rules can be applied to determine the tax base, deferred tax is measured based on Management's intended use of the asset or settlement of the liability, respectively.

Deferred tax is measured according to the tax rules and at the tax rates applicable at the balance sheet date when the deferred tax is expected to crystallise as current tax. Deferred tax assets are recognised at the expected value of their utilisation; either as a set-off against tax on future income or as a set off against deferred tax liabilities in the same legal tax entity. Changes in deferred tax due to changes in the tax rate are recognised in the income statement.

As management company for all the entities in the joint taxation arrangement, the parent company is liable for payment of the subsidiaries' income taxes vis à vis the tax authorities as the subsidiaries pay their joint taxation contributions. Joint taxation contributions payable or receivable are recognised in the balance sheet as income tax receivables or payables.

## Liabilities

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

Other liabilities are measured at net realisable value.

# NOTES TO THE FINANCIAL STATEMENTS

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## Cash flow statement

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

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

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

Cash flows from financing activities comprise changes in the size or composition of the Company's share capital and related expenses as well as raising of loans, repayment of interest bearing debt and payment of dividends to shareholders.

Cash and cash equivalents comprise cash, short term bank loans and short term securities which are readily convertible into cash and which are subject only to insignificant risks of changes in value.

## Segment information

The allocation of revenue to activities and geographical markets is disclosed where these activities and markets differ significantly in the organisation of sales of goods and services.

## Financial ratios

Financial ratios are calculated in accordance with the Danish Finance Society's guidelines on the calculation of financial ratios "Recommendations and Financial Ratios 2015".

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

<b>Gross margin ratios</b>	$\frac{\text{Gross margin} \times 100}{\text{Revenue}}$
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<b>Current ratio</b>	$\frac{\text{Current assets} \times 100}{\text{Current liabilities}}$
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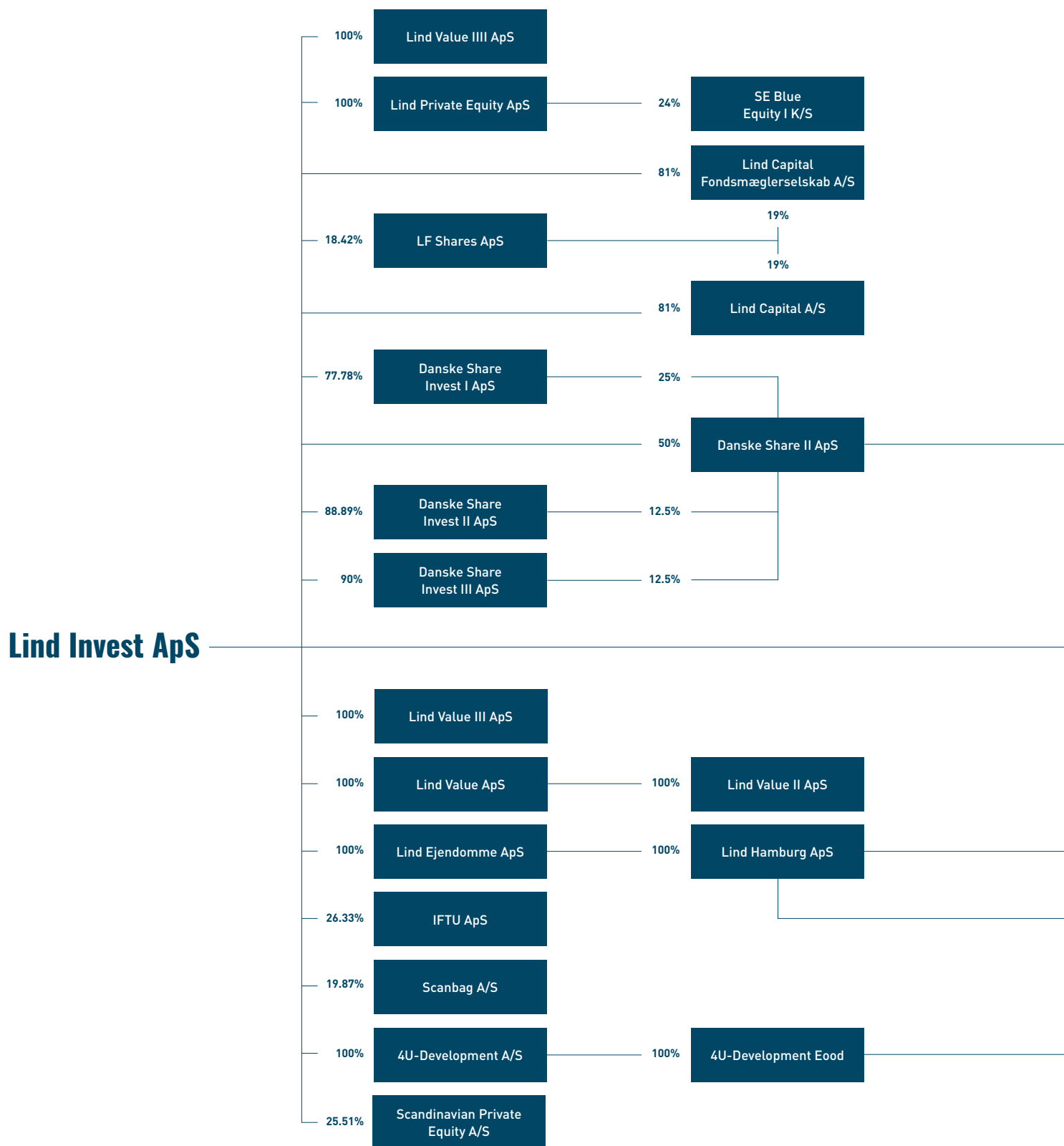
<b>Solvency ratio</b>	$\frac{\text{Equity at year end} \times 100}{\text{Total equity and liabilities at year end}}$
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<b>Solvency ratio, parent company</b>	$\frac{\text{Equity at year end} \times 100}{\text{Total equity and liabilities at year end}}$
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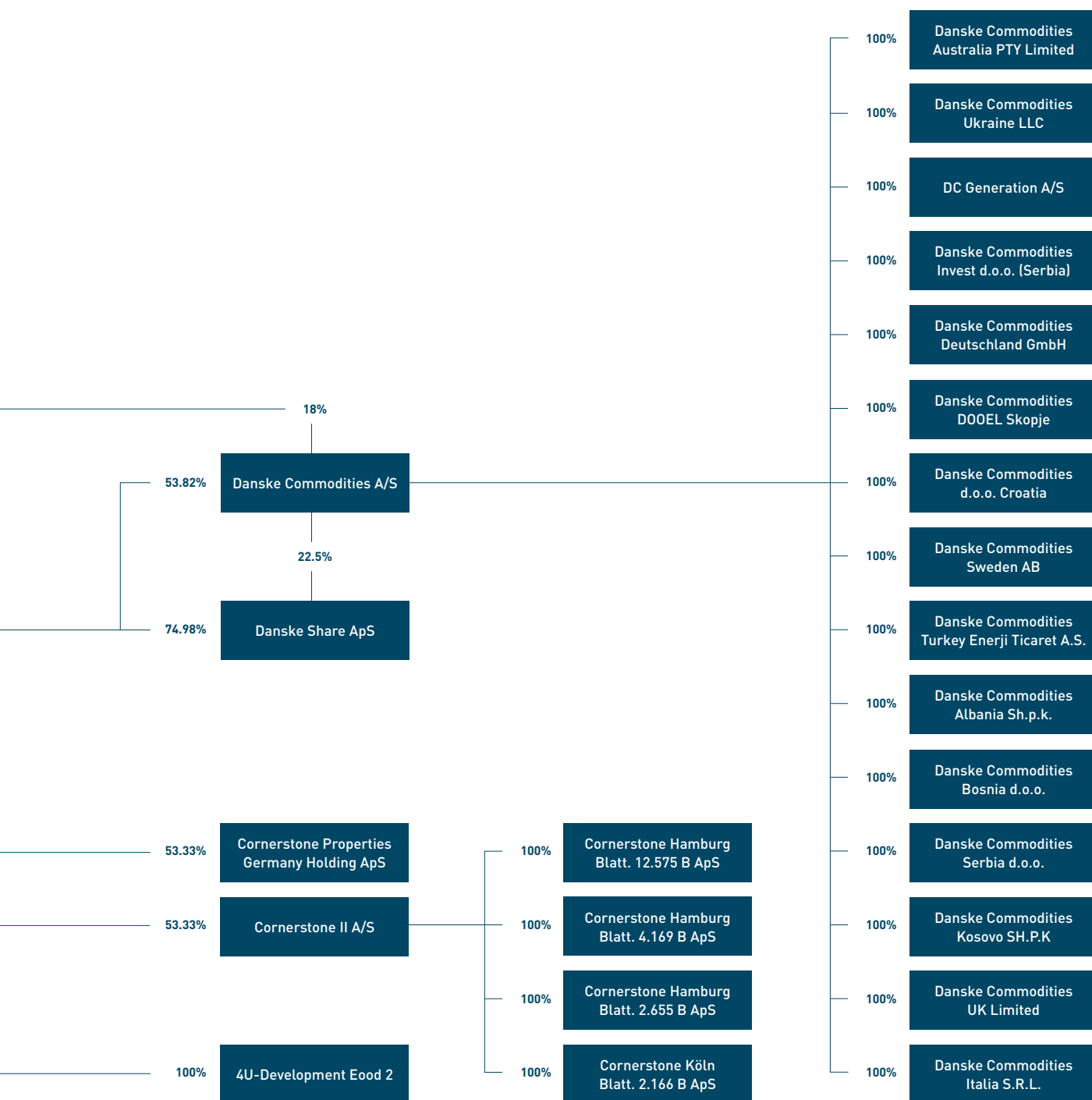
## Invested capital

Intangible assets and property, plant, and equipment used in operations plus net working capital.

# GROUP CHART









## COMPANY INFORMATION

### The Company

Lind Invest ApS  
Værkmestergade 25, 14.  
DK-8000 Aarhus C

CVR No: 26 55 92 43  
Financial period: 1 January - 31 December 2017  
Municipality of reg. office: Aarhus

### Executive Board

Henrik Lind

### Auditors

PricewaterhouseCoopers  
Statsautoriseret Revisionspartnerselskab  
Nobelparken  
Jens Chr. Skous Vej 1  
DK-8000 Aarhus C

### Design

Outsource dk and Lind Invest

### Photo

Thomas Priskorn

