

# ANNUAL REPORT 2017



FOR THE LOVE OF **MUSIC**

## A WORD FROM THE CHAIRMAN

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# **The original rationale behind the creation of NMP still holds today: Working together – to create higher value for the rights holder community.**

In 2017, the clouds of uncertainty that have surrounded NMP gradually lifted. The new contract between PRS for Music and MCPS regarding the processing of recorded media was a milestone – not only for PRS but also for NMP. The long tender process with new, external bidders ended with a continuation of the NMP-solution. A testament to the quality of the systems and people of NMP who every day strive to create value for the rights holders by providing outstanding services and proof that NMP is able to compete with other entities in this area.

Towards the end of 2017, the three Polaris societies, TONO, Teosto and Koda, also decided to maintain their collaboration with NMP for online processing. This further reduced the uncertainty in NMP and the company can now for the first time in several years look into a future where its owners and major customers have committed to having their business in NMP for the next several years.

During 2017 and in spite of the abovementioned uncertainties, NMP continued to perform very satisfactory. Customer service improved, SLA's were met and the financial results have again this year proved that the original rationale behind the creation of NMP still holds today: Working together – to create higher value for the rights holder community.



**Anders Lassen**  
Chairman NMP

**OUR MISSION**

“We aim to deliver international copyright services in a transparent, reliable and cost efficient manner enabling our customers to maximise distributions to their members.”



**OUR PROFILE**

Established in 2012
Servicing 10 societies in Europe
Delivering services for online and offline customers using same IT platform
Integrated with ICE copyright
Employing 55 experienced and talented individuals
Performing cross society work at multiple sites optimizing resource allocation
Agile and entrepreneurial company culture
94% of customers would recommend NMP to other societies/partners

# MANAGEMENT'S COMMENTARY

2017 was the year when a complex chapter in NMP's history came to an end. It was also a year with very stable deliverables, good financial results and excellent feedback from customers.

In 2017 NMP celebrated its 5th year of operations. The UK/Nordic partnership has had an exciting journey filled with both significant successes seen in customer expansion but also filled with serious dealings questioning the very core of NMP's continued existence.

It is no surprise that international collaborations are a complex matter. Adding operational responsibilities in a highly disrupted industry makes it no less challenging. NMP's main challenge has been in the uncertainty of the evolvement of managed portfolios. However, I am proud to say that throughout our 5-years of operations, NMP has delivered measurable results to societies and their members as well as to NMP's shareholders. Our persistent focus on customer relations, on reducing cost by working smarter and more efficiently, has led to clear financial results making NMP a natural part of the music industry's exciting future. Furthermore, results have led to the NMP partnership being proof that international collaborations, albeit complex, are essential in realizing the vision of a truly global and efficient music industry based on advanced technology and streamlined processes.

Without doubt, the single most important event for NMP in 2017 was MCPS' decision to renew collaboration with PRS for another 5 years. Not only did this decision provide certainty of continued service provision and more stable outlook, but the decision also confirmed a continued Nordic/UK partnership. As the value of the MCPS business comprises 50% of total value processed by NMP, the period of MCPS tender can only be summarized as NMP's most challenging chapter yet. Therefore, the fantastic news of the renewed MCPS/PRS collaboration immediately injected the NMP organisation with new confidence and eagerness to show even more value.

Financially, 2017 was yet another solid year for NMP and its shareholders. Revenues were 25% above budget while costs came in 5% below budget leading to a profit of Dkk 4m.

In 2017, NMP's total portfolio constituted 62% of offline business and 38% online business. In total, collections managed by NMP increased by 5% compared to budget. Online collections grew by a noteworthy 21% in relation to budget, an increase of 16% compared to 2016. As expected the mechanical offline portfolios declined in 2017. Compared to 2016, MCPS' collections are 11% lower and NCB's 40% lower.

During the latter half of 2017 the Finnish, Danish and Norwegian societies (Teosto, Koda and Tono) evaluated strategic options for their future online administration. Their evaluation was a serious matter for NMP as the online business is the key growth area for NMP and if transferred, risk of far less cost-efficient services and ultimately risk of less stable operations resulting from lost synergies, were projected.

Fortunately, their announcement of continued service collaboration with NMP came at the end of 2017. Therefore, I am particularly delighted to say that NMP managed to not overcome one but two major challenges within the same year.

“Results have led to the NMP partnership being proof that international collaborations, albeit complex, are essential in realizing the vision of a truly global and efficient music industry based on advanced technology and streamlined processes.”

— MALIN JONSSON

In 2017 NMP focused on intensified customer relations with the aim of ensuring alignment on value of services. Efforts hereof were examined in late 2017 and I am thrilled to report a customer survey that showed a remarkable 94% of customers being willing to recommend NMP to another society/party if asked. This confirmation from customers highlights the core asset of NMP: an extraordinary dedicated team operating during a difficult chapter of the company by continuing to put customers first, never growing tired of fighting for the best of rights-holders.

In terms of the 2018 outlook, new business models and new technological capabilities continue to disrupt the industry. As a result, NMP's role in the industry continues to be somewhat uncertain but in relation to 2017, our outlook is now much more optimistic. In 2018, NMP will focus on delivering expanded services to existing customers, a natural evolvement of services in our digital world. NMP will also continue its engagement in improved META data through participation in DDEX, TOWGE and other industry related forums. Finally, customer relations, the core “DNA” of NMP, remains a focal area in 2018.

I am very pleased with the financial and operational deliverables of 2017 and in particular with the excellent feedback from customers. The fact that we have absorbed the online growth without increasing operational costs, is of great value. I want to sincerely thank the whole NMP team for their dedication throughout 2017 and I am looking forward to our exciting journey of 2018.



**Malin Jonsson**  
CEO

## PRESS RELEASE

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### MCPS announces long term administration deal with PRS

The Mechanical Copyright Protection Society Limited (MCPS), the UK collection society that licenses mechanical copyrights on behalf of over 26,000 music publisher and composer members, has announced a long term administration deal with PRS.

On 1st April 2016 MCPS published a Request for Proposals (RfP) inviting third parties to tender for administration of areas of its business and all back-office operations. This agreement marks the conclusion of that process and the beginning of a new phase in MCPS's relationship with PRS for Music.

Established in 1924, and owned by the Music Publishers Association, MCPS joined an operational alliance with the Performing Right Society Limited in 1997, known as the MCPS-PRS Alliance. The two organisations announced the restructuring of their partnership in 2013 – with MCPS moving to its current status as a client of PRS for Music, and with MCPS appointing its own small management team to oversee the relationship. Since mid-2013 the business has stabilised and growth returned to MCPS during 2016.

MCPS received multiple responses to the RfP. These responses were then shortlisted and reviewed by a team which included external advisors, management, the MCPS Board and dedicated groups and committees made up of a variety of MCPS members including publishers and composers.

The RfP's key objective has been to identify the best service for MCPS members, with contractual performance measurements against which that service can be monitored and delivered at a cost efficient price. The RfP process has identified necessary licensing, processing, invoicing and distribution requirements within the MCPS business which will be measured against key performance indicators.

## NETWORK OF MUSIC PARTNERS (NMP) CELEBRATES 5 YEARS

In 2017 Network of Music Partners, the joint venture between PRS for Music and the Nordics (NCB), celebrated its 5<sup>th</sup> birthday. The 5-year journey has been filled with successes as well as serious challenges.

In an industry undergoing radical change as a result of globalization and digitalization, the idea of forming strategic alliances through international partnerships was born within NMP's owner societies, NCB (the Nordic mechanical hub) and the PRS/MCPS alliance some 10 years ago. To be prepared for coming demands in the increasingly tech-heavy music industry, the option to collaborate with each other was explored further by the two parties.

More specifically, forming a joint venture predominantly to meet upcoming challenges within the mechanical offline business by sharing human and IT resources across borders, became the idea behind NMP. In late 2012, following a nearly 2-year long program of adapting NCB's IT platform *Bifrost* with UK business requirements, the 50/50-% owned joint venture organisation was formed between *PRS for Music* and *NCB*. Operations commenced in late 2012 with the transfer of employees in London and Copenhagen to NMP and along with it the on-boarding of the MCPS business onto the Nordic IT-platform.

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The Nordic Copyright Bureau (NCB) is a longstanding hub formed as a Nordic collaboration established in 1915. The Nordics were early adapters in seeing benefits of collaborating as the Nordic societies agreed to joint administration in a multi-territorial processing setup using a modern flexible IT-system named *Bifrost*.

The Nordic platform *Bifrost* became a perfect fit to on-board more societies gaining significant synergies and economy of scale by ensuring effective handling of mechanical back-office processing for years to come.

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## Key highlights of NMP's journey:

- 2012 (Nov)** ● NMP is officially launched, commencement of operations.  
Former PRS employees and all NCB IT and offline operations staff transfer into NMP .
- 2013 (Jul)** ● Operations stabilized with strongly automated processes.
- 2014 (May)** ● All NCB online and business consultants transfer into NMP, NMP team 65+ FTEs.
- (Sept)** ● Cost reductions reached to align Nordic offline decline in recent years.
- (Dec)** ● New deal with ICE/Buma Stemra signed.
- 2015 (Mar)** ● Commencement of services to Buma/Stemra.
- (Oct)** ● Transitions of all Nordic services to ICE copyright, NordDoc decommissioned.
- (Nov)** ● NMP relocation and re-branding through new logo, new website, new offices.
- 2016 (Jan)** ● Transfer of financial responsibility for Polaris online, new finance department in place.
- (Mar)** ● NMP pitches on opportunity for more offline collaboration.
- (April)** ● MCPS announcement of RfP. NMP partnership at risk pending outcome of tender.  
In parallel, NCB's future administration under loop.
- (Aug)** ● Strengthening of NMP's leadership team.
- (Dec)** ● Solid financial result as Polaris online grows and costs sustained.
- 2017 (Jan)** ● MCPS announces extended RfP process.
- (Feb)** ● Polaris announces evaluation of future online processing.
- (May)** ● MCPS renews long-term deal with PRS. NCB staff transfer to Koda.
- (Dec)** ● Polaris decides to continue online processing through NMP.  
Growth in online and sustained costs leads to stable financial result.

# CUSTOMER RELATIONS

As in most service organisation, putting customers first is a natural priority. In an industry with vast amount of change and high degree of uncertainty, strong alliances with customers is an optimal way to adapt quickly to changing demands from the outside. It is also an ideal way to seek new opportunities together. Therefore, NMP made a commitment of enhancing customer satisfaction during 2017.

Throughout the year, various customer focused initiatives were identified hereunder training “front-line” employees to embrace customer needs and demonstrate sense-of-urgency whenever necessary. Also, improved dialog with customers and on-time deliverables using agile methods and a “can-do” attitudes, were prioritized and delivered throughout the year. In December 2017 our initiatives were evaluated as NMP asked a large number of customers for their direct feedback.

Nothing is more satisfying than realizing efforts leading to good results! A recently conducted survey confirmed that our customers are satisfied as 94% of customers confirm willingness to recommend NMP as a back-office provider in the industry.

Naturally, NMP celebrates this good result but we also realize the need to remain humble in our changing industry: Satisfaction may vary greatly, sometimes without our direct control, and thus we “humbly” thank our customers for their excellent feedback, allowing us to grow even further in our role as service agents but we also acknowledge the need to continue high-levels of satisfaction.

**COMING TOGETHER IS A BEGINNING,  
STAYING TOGETHER IS PROGRESS,  
AND WORKING TOGETHER IS SUCCESS.**

— HENRY FORD

**97%** SAY QUALITY OF SERVICE  
IS SATISFYING **94%** IS LIKELY TO  
RECOMMEND US **90%** SAY NMP  
RESPONDS WELL ON URGENT  
MATTERS **90%** SAY NMP'S  
KNOWLEDGE LEVEL IS GOOD  
**83%** SAY NMP DELIVERS  
AGAINST SET SLA



# NMP'S AREAS OF RESPONSIBILITY

NMP has service level agreements (SLA) with ten customers combining responsibility for handling collections from the fast-growing online markets with the responsibility of handling collection of the somewhat declining mechanical offline markets.

Ensuring efficient and professional handling for this broad portfolio, NMP uses its IT platform designed for multi-territorial and multi-currency processing. NMP provides important synergies in terms of reduced IT costs and strong IT capabilities by optimizing human resources used across society portfolios and across business areas. In our combined setup of administration for online/offline portfolios, using the same IT-platform, the "more" mature but cost challenged offline portfolios benefits from co-habiting with online business as online pushes for continuous improvements in its ever-changing market. Similarly, online portfolios which cover a more fluent and volatile business setup is managed by staff having long knowledge of efficient adaptation of market conditions stemming from the offline world.

## RAPID ONLINE GROWTH

Having experienced steady growth in the managed online portfolios during 2016, NMP has been pleased to see this growth continue throughout 2017. In fact, the NMP managed online portfolios grew by 16% in relation to 2016 and were 21% over 2017 budget.

Despite the growth of data resulting from the increased online portfolios, NMP's online processing is heavily automated and did therefore not lead to more operational cost than previous years. In fact, the online team managed the challenges of more usage files, more processing of various file formats, the on-boarding of new DSP's as well as larger amount of support cases to customers, within the same allocated cost levels as previous years.

In 2018, the team plans to continue international engagement through TOWGE and DDEX contributing to the industry's move in the right direction of handling the explosion of data whilst allowing NMP to continue to be in position to implement business change in an agile and qualitative manner. With increased data volumes, meta data quality and on-time works registration remain key aspects in efficient matching, a pre-requisite for swift payment to members.

On a final note, during 2017 the team worked closely with customer on co-defined actions enhancing transparency and operations in front- and back-office areas. These co-defined actions not only led to valuable solution being delivered by also served as an inspiration of jointly acting in the best interest of rightsholder by bringing knowledge and people closer together. The NMP team looks forward to continuing this journey with customers.

**Martin Bynge**

Customer Relationship Manager, NMP Online



“Together with our customers and our partner ICE, we have worked closely analysing our joint processes and implemented a series of improvements to maximize distributions.”

– MARK STEVENS

## EFFORTS TO RELEASE MONEY IN SUSPENSE

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As part of NMP's ultimate goal and mission to maximize distributions for our customers, one of our key initiatives during 2017 has been looking at why some monies are not flowing through for distribution as quickly or effectively as they should be, either because they are held in suspense in our systems or not collected from licensees, and then identifying areas for improvement. Following in depth analysis into these values and processes surrounding them, the two main focus areas for improvement have been on ensuring copyright data is clean and up to date and on improving match processes to reduce un-matched amounts.

Together with our customers and our partner ICE, we have worked closely analysing our joint processes and implemented a series of improvements to maximize distributions. Firstly, additional routines have been added into our matching processes against the ICE copyright database to ensure the most up to date and authoritative works data available is being used. We have also been working closely with ICE on prioritising works for updating and consolidating in order to ensure the copyright picture is correct for all territories. Finally, a number of improvements have been made to our matching algorithms to enhance the accuracy and performance of the auto-match, thus reducing the amounts related to un-matched transactions.

These initiatives have enabled us to make significant improvements to the flow of royalties by reducing the amounts getting held in suspense for different reasons, and we will thoroughly track the progress and development of reduced suspense amounts together with our customers going forward, constantly evaluating and looking at ways to improve and ensure speedy distributions.

**Mark Stevens**

Director of Offline Services

## KEY IT INITIATIVES IN 2017

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One of the most important aspects of 2017 within IT was the investment in a new powerful server. The investment in new technology enabled NMP to ensure adequate capacity to sustain not only stable back office services despite rising data volumes but also working more efficiently by reducing runtime and manual interference in daily operations.

Another important initiative on our roadmap for 2017 was implementing a new business intelligence solution. This initiative continuous to be part of our roadmap for 2018. In 2017 we decided on the right business partner, a vendor named Microsoft's Data and Analytics Partner of the Year. NMP IT has chosen a cloud platform architecture for the new business intelligence solution and in 2018 we are certain that NMP will enhance dialog with customers by providing them more transparency into their portfolios, distributions and other information of data flowing through each step of the business processes. Naturally, the BI project will have high priority throughout 2018.

Finally, operating in a complex industry means stable operations depend heavily on knowledgeable staff. Therefore, securing knowledge within NMP is always something the management group is prioritizing. Therefore, in 2017 we re-organized the IT team by hiring a new business expert to our team. Also, a new developer joined our team to ensure transfer of knowledge within IT, an important aspect in sustaining agility and reduce risk of bottlenecks for critical resources. Naturally, new hires also provide us with opportunity to bring in new knowledge into the team and give inspiration for continuous technical and business improvements.

**Tine Oswald**

Director of IT and Projects

# WHAT IS BIFROST?

Bifrost is a business application that delivers considerable value within the processing of music copyrights. It covers the entire workflow chain from handling license contracts and release registration to sales reporting and collection of royalties, and onto the distribution of money to the music rights holders.

Bifrost is unique in that it supports the processing of both offline and online administration on one and the same IT platform providing significant economy of scale.

Bifrost has proven its capability to support multiple music copyright societies on multiple work ownership identification systems (work databases). Today, Bifrost runs on the ICE works database.

## Business Benefits:

- reliable, efficient and transparent processing of mechanical offline and online music copyrights
- access to the world music repertoire through one stop, multi-territorial and cross-border licensing and collection services
- identification of repertoires ownership on transactional basis
- invoicing of licensees
- payment of the correct rights holders on a transactional or non-transactional basis
- swift royalty distribution

# THIS IS NETWORK OF MUSIC PARTNERS A/S (NMP)

We strive to be part of our industry's constant change. Our organisation works back-stage as an agile and cost-efficient body that serves the music copyright societies and their members.

Simply said, we ensure that money is collected and distributed on their behalf so the correct rights holders get paid when their music is used. Our flexible IT system *Bifrost* is our backbone and on top of this we add our business expertise which enables us to service our customers so they gain a benefit for their members.

## HISTORY OF NMP

Network of Music Partners A/S is a joint venture that delivers back-office services to a number of music copyright organisations in Europe. NMP has its headquarter in Copenhagen with a department in London.

NMP was launched in November 2012 and its first two years were focused on stabilising operations and optimising processes with the aim of utilising the full potential of NMP. NMP's main service area is the processing of mechanical offline business for PRS for Music who provide services to MCPS in the UK and the Nordic/Baltic copyright societies. Since then, NMP has taken on additional responsibilities by managing the online administration of the Nordic copyright societies (except Stim) as well as the Baltic societies. NMP has successfully provided services to ICE Operations<sup>1</sup> in support of multi-territorial online service for the Dutch collecting society Buma-Stemra.

NMP is owned by the UK performing rights society PRS for Music and the Nordic mechanical rights society NCB.

<sup>1</sup> ICE is a supplier of business process outsourcing services for rights management companies.

## NMP MANAGEMENT TEAM

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## BOARD OF DIRECTORS

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**ANDERS LASSEN (Chairman)**  
**CEO, KODA**

**PAUL CLEMENTS**  
**COMMERCIAL DIRECTOR**  
**PRS FOR MUSIC**

**KARSTEN DYHRBERG NIELSEN**  
**CEO, STIM**

**KATRI SIPILÄ**  
**CEO, TEOSTO**

**CHRISTOPHER MARK BUTLER**  
**COO, MUSIC SALES LTD**

**STEPHAN KRISTENSEN**  
**EMPLOYEE REPRESENTATIVE**

**CATO STRØM (Observer)**  
**CEO TONO**

# FINANCIAL RESULT 2017

## FINANCIAL HIGHLIGHTS

	2017 DKK'000	2016 DKK'000	2015 DKK'000	2014 DKK'000	2013 DKK'000
<b>KEY FIGURES</b>					
Revenue	55.039	61.616	52.744	51.684	52.088
Gross profit/loss	44.880	48.475	38.252	39.259	36.005
Operating profit/loss	4.229	4.700	381	(13)	0
Net financials	(105)	(49)	(40)	(13)	0
Profit/loss for the year	3.276	3.557	0	0	0
Total assets	229.781	139.589	65.866	67.188	67.521
Investments in property, plant and equipment	2.882	11	832	0	4.954
Equity	48.748	55.472	57.915	60.915	62.415
<b>RATIOS</b>					
Gross margin (%)	81,5	78,7	72,5	76,0	69,1
Net margin (%)	6,0	5,8	0,0	0,0	0,0
Return on equity (%)	6,3	6,3	0,0	0,0	0,0
Equity ratio (%)	21,2	39,7	87,9	90,7	92,4

Total assets increased in 2016 as Polaris distributions and collection of customer funds has been transferred from Nordic Copyright Bureau.

Financial highlights are defined and calculated in accordance with "Recommendations & Ratios 2015" issued by the Danish Society of Financial Analysts.

### Ratios

Gross margin (%)

Net margin (%)

Return on equity (%)

Equity ratio (%)

### Calculation formula

$\frac{\text{Gross profit/loss} \times 100}{\text{Revenue}}$

$\frac{\text{Profit/loss for the year} \times 100}{\text{Revenue}}$

$\frac{\text{Profit/loss for the year} \times 100}{\text{Average equity}}$

$\frac{\text{Equity} \times 100}{\text{Total assets}}$

### Ratios

The entity's operating gearing.

The entity's operating profitability.

The entity's return on capital invested in the entity by the owners.

The financial strength of the entity.

The Annual General Meeting adopted the annual report  
on 22.03.2018

#### Chairman of the General Meeting



Anders Lassen

## ENTITY DETAILS

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#### Entity

NMP – NETWORK OF MUSIC PARTNERS A/S  
Rued Langgaards Vej 8  
2300 København S  
Central Business Registration No: 34725101  
Registered in: København  
Financial year: 01.01.2017–31.12.2017

#### Board of directors

Anders Lassen, *Chairman*  
Paul Clements  
Karsten Dyhrberg Nielsen  
Katri Sipilä  
Christopher Mark Butler  
Stephan Kristensen  
Cato Strøm, *Observer*  
Mads Ole Bundgaard Iversen, *Suppleant*

#### Executive board

Anna Malin Jonsson, *administrerende direktør*

#### Auditors

Deloitte Statsautoriseret Revisionspartnerselskab  
Weidekampsgade 6  
Postboks 1600  
0900 København C

## STATEMENT BY MANAGEMENT ON THE ANNUAL REPORT

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The Board of Directors and the Executive Board have today considered and approved the annual report of NMP – NETWORK OF MUSIC PARTNERS A/S for the financial year 01.01.2017–31.12.2017.

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

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2017 and of the results of its operations and cash flows for the financial year 01.01.2017–31.12.2017.

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

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

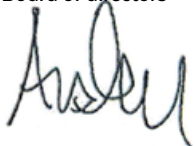
Copenhagen, 22.03.2018

### Executive Board



Anna Malin Jonsson,  
administrerende direktør

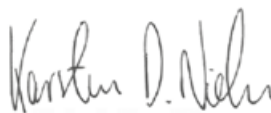
### Board of directors



Anders Lassen, *Chairman*



Paul Clements



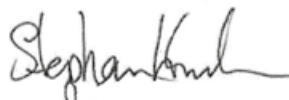
Karsten Dyhrberg Nielsen



Katri Sipilä



Christopher Mark Butler



Stephan Kristensen



Cato Strøm, *Observer*



Mads Ole Bundgaard Iversen, *Suppleant*



# INDEPENDENT AUDITOR'S REPORT

*To the shareholders of NMP – NETWORK OF MUSIC PARTNERS A/S*

## Opinion

We have audited the financial statements of NMP – NETWORK OF MUSIC PARTNERS A/S for the financial year 01.01.2017–31.12.2017, which comprise the income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including a summary of significant accounting policies. The financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31.12.2017 and of the results of its operations and cash flows for the financial year 01.01.2017–31.12.2017 in accordance with the Danish Financial Statements Act.

## Basis for opinion

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

## Management's responsibilities for the financial statements

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

In preparing the financial statements, Management is responsible for assessing the Entity's ability to continue as a going concern, for disclosing, as applicable, matters related to going concern, and for using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Entity 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 Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the 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 Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the 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 Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures in the notes, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

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

#### **Statement on the management commentary**

Management is responsible for the management commentary.

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

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

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

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

*Copenhagen, 22.03.2018*

#### **Deloitte**

Statsautoriseret Revisionspartnerselskab  
Central Business Registration No: 33963556



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## INCOME STATEMENT FOR 2017

	NOTES	2017 DKK'000	2016 DKK'000
Revenue		55.039	61.616
Other external expenses		(10.159)	(13.141)
<b>Gross profit/loss</b>		<b>44.880</b>	<b>48.475</b>
Staff costs	1	(26.831)	(28.353)
Depreciation, amortisation and impairment losses	2	(13.820)	(15.422)
<b>Operating profit/loss</b>		<b>4.229</b>	<b>4.700</b>
Other financial income		0	(49)
Other financial expenses		(105)	0
<b>Profit/loss before tax</b>		<b>4.124</b>	<b>4.651</b>
Tax on profit/loss for the year	3	(848)	(1.094)
<b>PROFIT/LOSS FOR THE YEAR</b>	<b>4</b>	<b>3.276</b>	<b>3.557</b>

## BALANCE SHEET AT 31.12.2017

	NOTES	2017 DKK'000	2016 DKK'000
Acquired rights		20.642	29.408
<b>Intangible assets</b>	<b>5</b>	<b>20.642</b>	29.408
Other fixtures and fittings, tools and equipment		3.615	2.766
<b>Property, plant and equipment</b>	<b>6</b>	<b>3.615</b>	<b>2.766</b>
Deposits		558	547
<b>Fixed assets investments</b>	<b>7</b>	<b>558</b>	<b>547</b>
<b>FIXED ASSETS</b>		<b>24.815</b>	<b>32.721</b>
Trade receivables		59.302	14.658
Receivables from group enterprises		644	5.312
Deferred tax	9	0	0
Other receivables		1.183	412
Prepayments	8	1.018	1.633
<b>Receivables</b>		<b>62.147</b>	<b>22.015</b>
<b>Cash</b>		<b>142.819</b>	<b>84.853</b>
<b>CURRENT ASSETS</b>		<b>204.966</b>	<b>106.868</b>
<b>ASSETS</b>		<b>229.781</b>	<b>139.589</b>
Contributed capital		500	500
Reserve for development expenditure		3.296	2.084
Retained earnings		44.952	52.888
<b>EQUITY</b>		<b>48.748</b>	<b>55.472</b>
Deferred tax	9	713	372
<b>PROVISIONS</b>		<b>713</b>	<b>372</b>
Prepayments received from customers		38.520	22.474
Trade payables		1.855	1.670
Income tax payable		-5	626
Other payables		139.950	58.975
<b>Current liabilities other than provisions</b>		<b>180.320</b>	<b>83.745</b>
<b>LIABILITIES OTHER THAN PROVISIONS</b>		<b>180.320</b>	<b>83.745</b>
<b>EQUITY AND LIABILITIES</b>		<b>229.781</b>	<b>139.589</b>
Unrecognised rental and lease commitments	11		

## STATEMENT OF CHANGES IN EQUITY FOR 2017

	Contributed capital DKK'000	Reserve for development expenditure DKK'000	Retained earnings DKK'000	Proposed extraordinary dividend DKK'000
Equity beginning of year	500	2.084	52.888	0
Extraordinary dividend paid	0	0	0	(10.000)
Transfer to reserves	0	1.212	(1.212)	0
Profit/loss for the year	0	0	(6.724)	10.000
<b>Equity end of year</b>	<b>500</b>	<b>3.296</b>	<b>44.952</b>	<b>0</b>

	Total DKK
Equity beginning of year	55.472
Extraordinary dividend paid	(10.000)
Transfer to reserves	0
Profit/loss for the year	3.276
<b>Equity end of year</b>	<b>48.748</b>

## CASH FLOW STATEMENT 2017

	NOTES	2017 DKK'000	2016 DKK'000
Operating profit/loss		3.276	3.557
Amortisation, depreciation and impairment losses		13.820	15.442
Working capital changes	10	56.810	60.217
<b>Cash flow from ordinary operating activities</b>		<b>73.906</b>	<b>79.196</b>
<b>Cash flows from operating activities</b>		<b>73.906</b>	<b>79.196</b>
Acquisition etc of property, plant and equipment		(2.882)	(11)
Acquisition etc of intangible assets		(3.058)	(3.447)
<b>Cash flows from investing activities</b>		<b>(5.940)</b>	<b>(3.458)</b>
Dividend paid		(10.000)	(6.000)
<b>Cash flows from financing activities</b>		<b>(10.000)</b>	<b>(6.000)</b>
<b>Increase/decrease in cash and cash equivalents</b>		<b>57.966</b>	<b>69.738</b>
Cash and cash equivalents beginning of year		84.853	15.115
<b>CASH AND CASH EQUIVALENTS END OF YEAR</b>		<b>142.819</b>	<b>84.853</b>

## NOTES

	2017 DKK'000	2016 DKK'000	Other fixtures and fittings, tools and equipment DKK'000
<b>1. STAFF COSTS</b>			
Wages and salaries	23.629	25.115	
Pension costs	2.359	2.447	
Other social security costs	843	791	
	<b>26.831</b>	<b>28.353</b>	
Average number of employees	50	51	
Referring to 98(3) of the Danish Financial Statements Act, no information of remuneration to management			
<b>2. DEPRECIATION, AMORTISATION AND IMPAIRMENT LOSSES</b>			
Amortisation of intangible assets	12.818	12.388	
Depreciation of property, plant and equipment	1.002	1.553	
Impairment losses on property, plant and equipment	0	1.481	
	<b>13.820</b>	<b>15.422</b>	
<b>3. TAX ON PROFIT/LOSS FOR THE YEAR</b>			
Tax current year taxable income	495	626	
Change in deferred tax for the year	341	427	
Adjustment concerning previous years	12	41	
	<b>848</b>	<b>1.094</b>	
<b>4. PROPOSED DISTRIBUTION OF PROFIT/LOSS</b>			
Extraordinary dividend distributed in the financial year	10.000	6.000	
Retained earnings	(6.724)	(2.443)	
	<b>3.276</b>	<b>3.557</b>	
		<b>Acired rights DKK'000</b>	
<b>5. INTANGIBLE ASSETS</b>			
Cost beginning of year		72.670	
Additions		3.058	
<b>Cost end of year</b>		<b>75.727</b>	
Amortisation and impairment losses beginning of year		(43.262)	
Amortisation for the year		(11.823)	
<b>Amortisation and impairment losses end of year</b>		<b>(55.085)</b>	
<b>Carrying amount end of year</b>		<b>20.642)</b>	
Additions regarding acquired rights is related to development of Bifrost, software tool to handle collections and distribution of music right funds. Bifrost is improved on an ongoing basis to meet market increased market and customer demand. Bifrost and the continued improvement of the system is essential for maintaining and improving the revenue stream.			
<b>6. PROPERTY, PLANT AND EQUIPMENT</b>			
Cost beginning of year			10.920
Additions			2.882
Disposals			(3.864)
<b>Cost end of year</b>			<b>9.938</b>
Depreciation and impairment losses beginning of the year			(8.154)
Depreciation for the year			(2.033)
Disposals			3.864
<b>Depreciation and impairment losses end of the year</b>			<b>(6.323)</b>
<b>Carrying amount end of year</b>			<b>3.615</b>
			<b>Deposits DKK'000</b>
<b>7. FIXED ASSET INVESTMENTS</b>			
Cost beginning of year			547
Additions			11
<b>Cost end of year</b>			<b>558</b>
<b>Carrying amount end of year</b>			<b>558</b>
<b>8. PREPAYMENTS</b>			
Prepayments recognized under receivables include costs for recognition in following financial years.			
<b>9. DEFERRED TAX</b>			
Deferred tax relates to fixed assets.			
		2017 DKK'000	2016 DKK'000
<b>10. CHANGE IN WORKING CAPITAL</b>			
Increase/decrease in receivables		(40.131)	(15.995)
Increase/decrease in trade payables etc		96.941	76.212
		<b>56.810</b>	<b>60.217</b>
<b>11. UNRECOGNISED RENTAL AND LEASE COMMITMENTS</b>			
Hereof liabilities under rental or lease agreements until maturity in total		<b>3.738</b>	<b>4.882</b>

# ACCOUNTING POLICIES

## Reporting class

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

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

## Recognition and measurement

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

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

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

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

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

## INCOME STATEMENT FOR 2017

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### Revenue

Revenue from provision of services is recognised in the income statement when delivery is made and risk has passed to the buyers. Revenue is recognised net of VAT, duties and sales discounts.

### Other external expenses

Other external expenses include expenses relating to the Entity's ordinary activities, including expenses for premises, stationery and office supplies, marketing costs, etc. This item also includes writedowns of receivables recognised in current assets.

### Staff costs

Staff costs comprise salaries and wages as well as social security contributions, pension contributions, etc for entity staff.

### Depreciation, amortisation and impairment losses

Amortisation, depreciation and impairment losses relating to intangible assets and property, plant and equipment comprise amortisation, depreciation and impairment losses for the financial year, calculated on the basis of the residual values and useful lives of the individual assets and impairment testing as well as gains and losses from the sale of intangible assets as well as property, plant and equipment.

### Other financial income

Other financial income comprises interest income on receivables from group enterprises, payables and foreign currencies transactions, amortisation of financial assets as well as tax relief under the Danish Tax Prepayment Scheme etc.

### Other financial expenses

Other financial expenses comprise interest expenses, including interest expenses on payables to group enterprises, net capital losses on transactions in foreign currencies etc.

### Tax on profit/loss for the year

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognised in the income statement by the portion attributable to the profit for the year and recognised directly in equity by the portion attributable to entries directly in equity.

## BALANCE SHEET

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### Intellectual property rights etc

Intellectual property rights etc comprise development projects completed and in progress with related intellectual property rights, acquired intellectual property rights and prepayments for intangible assets.

Intellectual property rights acquired are measured at cost less accumulated amortisation. The rights are amortised on a straight-line basis over their remaining duration. The amortisation period is seven years.

Intellectual property rights etc are written down to the lower of recoverable amount and carrying amount.

### Property, plant and equipment

Other fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses.

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

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

Other fixtures and fittings, tools and equipment 3-5 years.

Estimated useful lives and residual values are reassessed annually.

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

### Receivables

Receivables are measured at amortised cost, usually equalling nominal value less writedowns for bad and doubtful debts.

### Prepayments

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

### Cash

Cash comprises cash in hand and bank deposits.

### Deferred tax

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

Deferred tax assets, including the tax base of tax loss carry-forwards, are recognised in the balance sheet at their estimated realisable value, either as a set-off against deferred tax liabilities or as net tax assets.

### Other financial liabilities

Other financial liabilities are measured at amortised cost, which usually corresponds to nominal value.

### Prepayments received from customers

Prepayments received from customers comprise amounts received from customers prior to delivery of the goods agreed or completion of the service agreed.

### Income tax receivable or payable

Current tax payable or receivable is recognised in the balance sheet, stated as tax computed on this year's taxable income, adjusted for prepaid tax

### Cash flow statement

The cash flow statement shows cash flows from operating, investing and financing activities as well as cash and cash equivalents at the beginning and the end of the financial year.

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

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

Cash flows from financing activities comprise payment of dividend.

Cash and cash equivalents comprise cash and short-term bank loans.

**A PROUD  
SUPPORTER  
OF THE MUSIC  
INDUSTRY.**



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