

TECHNOLOGY AS BUSINESS DRIVER

INTERIM REPORT

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**TRIFORK®**  
...think software

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*Trifork is a fast growing software innovation company with headquarters in Switzerland. The company was founded in Denmark in 1996. Now headquarters is in Switzerland and the group has offices and activities all around Europe and America.*

*The conference activities of Trifork are an important source of inspiration for our software innovation projects, customers and employees. In 2016 more than 8,000 people is expected to participated in the Trifork conferences, world-wide.*

*End of first half 2016, Trifork employs over 400 passionate and talented people in Denmark, Sweden, Germany, Switzerland, Netherlands, United Kingdom, Hungary, Poland, Argentina and United States.*

*Trifork has delivered positive results every year since 1996. In 2015 with total revenue of EURm 59 and EBITDA of EURm 8.9. In 2016 revenue of EURm 75 is expected with an EBITDA of EURm 12.*

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# CEO-letter

## Focus on management and start-ups

With total revenue of EURm 33.2 in the first half of 2016 Trifork achieved growth of 15% compared to the first half of 2015. This is in the lower range of our targets but considered acceptable.

EBITDA of EURm 5.4 was 22% better than the same period last year and also acceptable.

We are overall happy with a positive development in the core business of delivering solutions to our clients. Our primary markets in Denmark, UK and the Netherlands shows good momentum.

In the first half of 2016 we have invested a significant amount in product development and we have an increasing number of very interesting product start-up companies in the group. It's our goal that five of these start-ups will receive external funding within the next year. A funding which should be used to expand and grow their business as fast as possible.

We have added two people to our top management and board. Adrian Cockcroft as new board member and Soren Brogaard as new CTO. Both of them are focused on making Trifork more visible and competitive in strategic consulting regarding digitalization of our clients businesses. A new GOTO Accelerate conference and new Accelerate workshops will enable us to assist our clients at the highest technical level in order to transform businesses and getting the most out of going digital.

### **Identifying technology trends**

Our conference activities continues to play a key role in being on top of the technology evolution. Our target audience now range from leading developers and software architects to top level management.

In this way not only get access to the latest technologies but also identify important business trends and customer leads.

### **Focus for the rest of 2016**

For the remaining of 2016 we focus on consolidating our business to provide our clients with end to end services, from consulting to operations. Our ability to operate client systems was strengthen significantly with the acquisition of the hosting company Netic which now is an integrated part of the Trifork group.

In 2016, Trifork will stay focused on growing our business in both Europe and America.

We will increasingly expand our product focus by launching more product start-ups and grow the ones we have. We are working on new ideas to increase the speed at which we can grow these companies.

### **BREXIT**

The dramatic BREXIT election in UK has also consequences for Trifork.

First of all the drop in the GBP/EUR exchange rate will have impact on future earnings and revenue which is reported in EUR in our financial reports.

Secondly we right now see nervousness in the UK business world. This could potentially affect our UK growth plans.

Finally the plan to potentially list Trifork on the London Stock Exchange needs more consideration and we are now looking into other options and Stock Exchanges.

### **Updated expectations for 2016**

We adjust the 2016 revenue target from EURm 80 to EURm 75 but maintains our EBITDA target of EURm 12. The primary reason for the adjustment is delays in consolidation of acquisitions and due to expected effects in the current drop in GBP-exchange rates. The increased investments in organization and product start-ups also have a negative impact on both revenue and EBITDA.

Jørn Larsen  
CEO, Trifork

## Financial highlights and Key Ratios

EUR 1,000	2016	2015	2015
	01.01-30.06	01.01-30.06	01.01-31.12
Revenue	33,439	29,118	59,039
Gross profit	21,457	16,514	35,745
Earnings Before Tax, Interest, Depreciation and Amortisation (EBITDA)	5,257	4,317	8,865
Earnings from Operations (EBIT)	4,008	3,525	7,033
Financial items	831	1,626	4,192
Earnings before tax (EBT)	4,839	5,151	11,224
Profit for the period	4,258	4,481	10,090
Total comprehensive income for the period	3,446	3,856	9,284
<b>Balance sheet</b>			
Non-current assets	41,069	21,508	25,173
Current assets	25,247	26,023	25,224
Total assets	66,316	47,531	50,396
Equity	30,429	22,738	27,151
Non-current liabilities	18,239	7,319	6,946
Current liabilities	17,648	17,473	16,300
<b>Cash flow</b>			
Cash flow from operations	2,821	3,030	5,042
Cash flow from investments	-16,536	-1,364	-1,337
Cash flow from financing activities	9,315	5,014	3,112
Net change in cash and cash equivalents	-4,400	6,679	6,818
<b>Key ratios</b>			
Gross margin	64.2%	56.7%	60.5%
EBITDA-margin	15.7%	14.8%	15.0%
EBIT-margin	12.0%	12.1%	11.9%
Equity ratio	40.3%	43.1%	46.0%
Return of equity	16%	21.9%	56.6%
Return on invested capital	6.0%	7.4%	14.0%
Average number of employees	419	339	340
<b>Per share data</b>			
Dividend yield %	0%	-	-
Dividend in EUR 1,000	-	-	-
Dividend in EUR / Share	-	-	-
Basic Earnings EUR / Share of CHF 0.1 (EPS-Basic)	0.23	0.24	0.43
Diluted Earnings EUR / Share of CHF 0.1 (EPS-Diluted)	0.23	0.24	0.43
Equity value in EUR / Share	1.63	1.23	1.25
Number of shares	18,537,230	18,537,230	18,537,230

The key ratios have been calculated in accordance with IAS 33 and "Recommendations and Ratios 2010" issued by the Danish Society of Financial Analysts. For definitions see page 69 in the 2015 annual report for Trifork Holding AG.

# An Outline of the first half of 2016

## Financial highlights in the first half

In the first half of 2016, Trifork achieved total revenue of EURm 33.4 which is in the lower end of the expectations. This is 14.8% growth compared to the same period in 2015. The growth originated equally from organic growth and growth from acquisitions.

EBITDA of EURm 5.3 for the first half of 2016 is equal to a 15.7% EBITDA margin and represent an increase of 21.8% compared to the first half of 2015.

EBIT was EURm 4.0, which equals an 12.0% EBIT margin and an increase of 13.8% against the same period in 2015.

EBT (Profit before tax) was EURm 4.8, a decrease of 6.1% compared to the same period in 2015.

Profit for the period amounted to EURm 4.3 which is a minor decrease of 5.0% compared to the same period in 2015.

The total comprehensive income was EURm 3.4, representing an decrease of 10.6% compared to the same period in 2015.

Equity at 30.06.2016 was EURm 30.2, equivalent to an Equity Ratio of 39.9%.

## Main events

In the Academy segment the GOTO conference took place for the first time in Stockholm. A new line of conferences was also initiated with the Trifork Start-up conference in London. This conference is focused on introducing start-up companies and investors to each other. In the second half of 2016 the new GOTO Accelerate will be taking place in London. This conference is targeting business leaders and focusing on how to use new technology in getting strategic advantages.

In the beginning of 2016 Trifork acquired 88% of the hosting company Netic A/S. This acquisition has increased the capacity of the Trifork operations part of the Product segment and makes Trifork able to act as full service provider to its clients.

Originally it was expected to consolidate the results from the acquisition as of January 2016 and forward but due to a delay in the final signing of the agreement only Q2-2016 has been consolidated. In the second half of 2016 Netic will be consolidated in the whole period.

The focus on product based business has resulted in the founding of one new company in 2016.

In Denmark the company Humio ApS was founded to focus on the development and international sales of the product "Humio", which is an analytic platform that are able to handle online analytics across several large data sets.

## Financial expectations in 2016

In 2016, Trifork expects to increase revenue by 27% compared to 2015, up to EURm 75. This is EURm 5 less than previous expected. The reason for the adjustment is primarily to be found in the lack of consolidation of Netic A/S in Q1-2016 as well as due to the effect of the dramatic drop in GBP/EUR exchange rates.

The increase from 2015 to 2016 in revenue is expected to originate equally from both organic growth and acquisitive growth.

Despite the adjustments to the expectations in revenue in 2016, Trifork still expects to reach an EURm 12 EBITDA, corresponding to an EBITDA-margin of 16% and 35% growth compared to 2015.

Trifork still has an overall goal of obtaining product based revenue of 25% of total revenue at the end of 2017 with an EBITDA-margin significantly higher than the rest of the business. In 2016 the target is to achieve 15% of total revenue in this business area.

# Financial review

## Financial targets for 2016

EURm	03.2016	08.2016
Revenue	80.0	75.0
EBITDA	12.0	12.0

## Financial statement

The management of Trifork finds the results for the first half of 2016 acceptable. The consolidated revenue totalled EURm 33.4 and EBITDA EURm 5.3. The original expectations to the first half was a little higher contribution from acquisitions to both revenue and EBITDA.

## Growth in revenue

In the first half of 2016 the EURm 33.4 in revenue equals a 14.8% growth compared to the same period in 2015, where EURm 29.1 was realized. This is in the lower end of the company's ambition to obtain an annual 15-25% revenue growth.

The management finds the results acceptable but expect a higher growth in the second half of 2016 based on a full consolidation of the newest acquisitions as well as expectations to a higher organic growth rate. Total growth in 2016 is expected to be 27% compared to 2015.

## Origin of growth

The growth in the first half of 2016 was equally divided between organic growth and growth from acquisitions. The growth from acquisitions came from the acquisition of the company Netic A/S in Denmark. Currently the activities in Netic are divided with 40% in the Project segment and 60% in the Product segments.

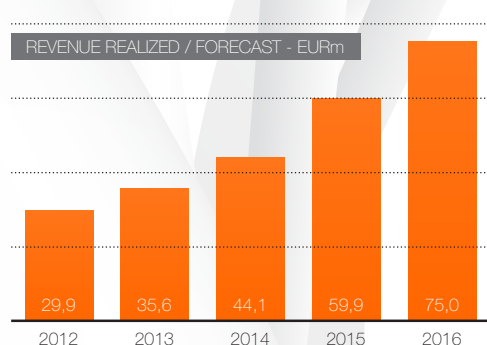
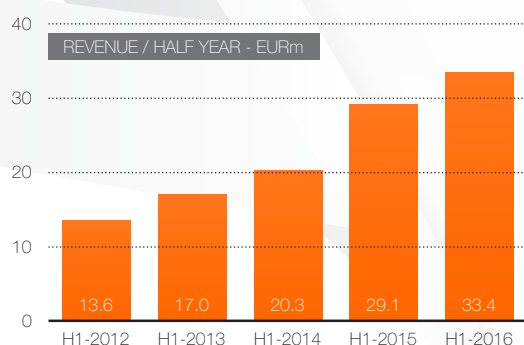
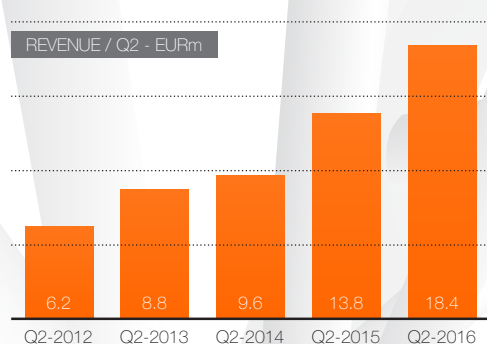
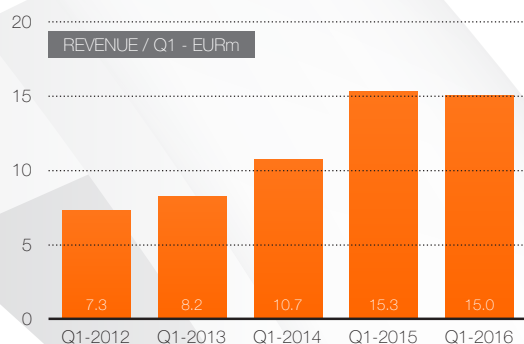
## Growth of product business

In 2016, the ambition of Trifork is to significantly increase growth in the product business.

The acquisition of Netic A/S was one step in this direction and is expected to deliver a significant share of product-based revenue in the second half of 2016.

The initialization of the new product companies: The Perfect App Ltd., Trifork Learning Solutions B.V and Humio ApS has also been initiatives in the first half of 2016 to increase the future product based revenue. Significant amounts have been invested in these start-ups in the first half of 2016.

## Development in revenue



## Revenue divided into segments

Revenue in the individual segments developed as follows in the first half of 2016:

With a revenue of EURm 3.9 Academy delivered 11.6% of total revenue in the Trifork Group. This was a decrease in revenue of EURm 2.2 compared to the same period in 2015. The major reason for the decrease is that the new GOTO London conference not yet has reached the same level of revenue as the former Qcon London conference that was sold in 2015. In 2015 this conference contributed with revenue of EURm 2.6. The results is considered acceptable.

With a revenue of EURm 24.8 Project delivered 74.3% of total revenue. In this way Project has increased its activities with 29.5% compared to the same period in 2015. The activity level has been increasing and this is expected to continue for the rest of 2016. This result is considered satisfactory.

With a revenue of EURm 3.9 Product delivered 11.6% of total revenue. Compared to the same period in 2015 this was an increase of 0.4%. The revenue is divided between revenue on Trifork developed products and revenue based resale of partner products where Trifork has the distribution rights to specific markets. Most product based revenue in the first half of 2016 came from the sale of Trifork's own products. Based on this the increase in revenue on own products is considered acceptable but not satisfying.

EURm 0.8 equal to 2.4% of total revenue came from other segments.

## Revenue per employee

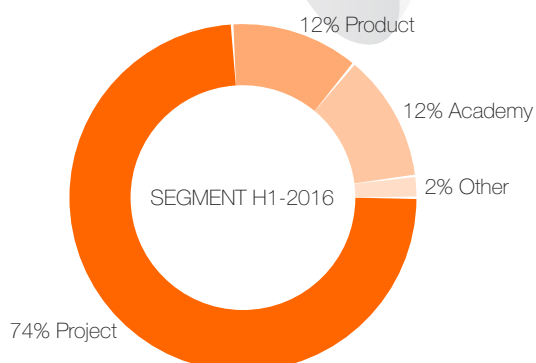
Trifork in the first half of 2016 obtained a revenue per employee at EURm 0.799 which is a decrease of 7.1% compared to the same period in 2015.

The reason for the decrease is to be found in the previous explanations from the Academy segment as well as the significant investments in new future product opportunities which has been done at the expense of additional project activities.

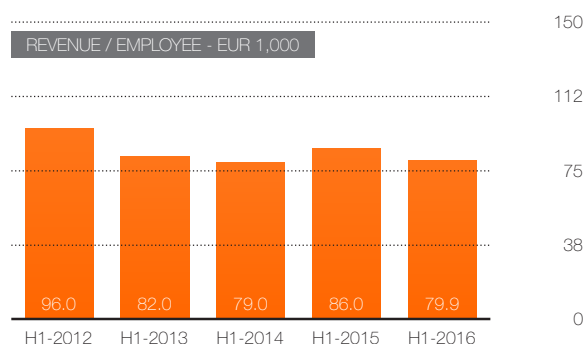
In the second half of 2016, it's expected that increasing product based revenue and increase in attendees in the GOTO conferences will increase the 2016 total ratio to the same level as in 2015.

*From the first half of 2015 to the same period in 2016 revenue was improved by 14.8%. In the second half of 2016 additional growth is expected resulting in total growth of 27% for 2016.*

### Split of revenue in segments



### Revenue per employee



## Development in EBITDA

In the first half of 2016, Trifork realised EURm 5.3 EBITDA, an increase of 21.8% compared to the same period in 2015.

The start of 2016 has been with continued focus on maturing the product business in Trifork and creating unique business units with the goal to get success in the development and sale of selected products. In the first half of 2016 this resulted in investments in the level of EURm 1.

Despite the lack of the Qcon London conference in the first half of 2016 Academy succeeded to reach a positive EBITDA of EURm 0.1 in the first half of 2016. In the second half of 2016 it's expected to be able to increase EBITDA with a solid basis in the GOTO-conferences in Copenhagen, London and Berlin.

In Projects the average EBITDA-margin was improved but the development and contribution from the different business units varied. Some of the newer units were struggling in order to keep up the pace and needed additional attention in order to improve financial performance. It's expected that the actions made in Q2 will have a positive effect in the second half of 2016.

The Product unit was primarily based on the sale of own products. The sale of partner products did not live up to the expectations. The effect of this was less revenue from partner products but an increase in revenue on own products as well as EBITDA margin. The acquisition of Netic also contributed to a positive development in the results for this unit, even though these results was only consolidated for Q2-2016.

In total, EBITDA obtained in the first half of 2016 corresponds to an EBITDA-margin of 15.7% against 14.8% in the same period in 2015.

Overall the achieved EBITDA is considered acceptable, but focus and expectations is to improve this in the second half of 2016. EBITDA of EURm 12 is expected for 2016.

## Costs

The most significant cost in Trifork is personnel costs.

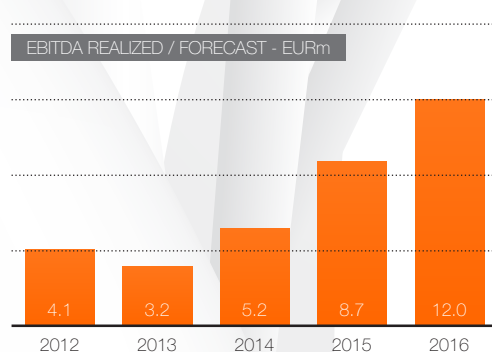
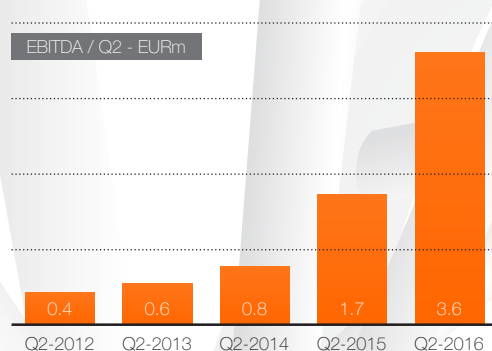
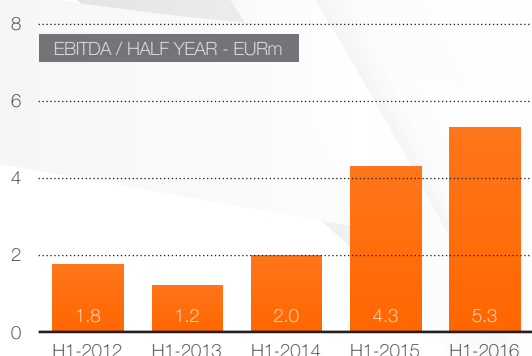
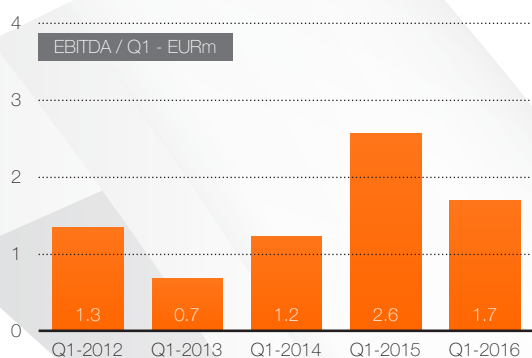
In the first half of 2016 there were an average of 419 full-time employees compared to 339 end of first half 2015. This correspond to total personnel cost of EURm 16.2 compared to EURm 12.2 in the first half of 2015.

Personnel costs per employee has increased by approximate 7.5% compared to the first half of 2015.

Personnel costs to revenue was 48.4% in the first half of 2016 compared to 41.9% in the same period in 2015. Some of the major reasons for this increase is the consequence of launching new conferences and prioritize research and product development over project revenue.

The future development is estimated to be positive, driven by more scalable revenue from the product and conference activities.

In the second half of 2016 the expected lower GBP/EUR-exchange rate will also have the impact that salary expenses in UK will be lower. This will compensate for a major part of the revenue reduction arising from the same event.



## Development in EBIT

In the first half of 2016, Trifork realized an EURm 4.0 EBIT, which is a 13.7% increase compared to the same period in 2015, where EURm 3.5 was achieved. The half year 2016 EBIT equals an 12.0% EBIT-margin compared to 12.1% in the first half of 2015.

The depreciations was at the expected level. The acquisition of Netic implies additional depreciations of goodwill in the level of EURm 0.5 in the first two years and EURm 0.3 in an additional period of 18 years. The development in EBIT is considered satisfactory relative to EBITDA.

In the second half of 2016 the same level of depreciations is expected.

## Development in EBT

In the first half of 2016, Trifork reached EURm 4.8 EBT (profit before tax), which equals an 6.1% decrease compared to the same period in 2015, where EURm 5.2 was achieved.

The result of the financial items totalled EURm 0.8 compared to EURm 1.6 in the first half of 2015. In the period in 2015 revaluations contributed with EURm 0.6. There has been no revaluations in the first half in 2016.

The main contributors were:

- Net Interests expenses of EURm -0.8 compared to EURm -0.3 in the first half of 2015.
- Net gain on exchange rates of EURm 1.8.

Management considers the EBT satisfying compared to EBIT.

## Profit for the period

In the first half of 2016, the Profit for the period after tax totalled EURm 4.3, which equals a 137.3% increase compared to 2014, where EURm 1.2 was realized.

The result corresponds to a EUR 0.43 result per share (EPS Basic) and a diluted EUR 0.43 result per share, (EPS-D).

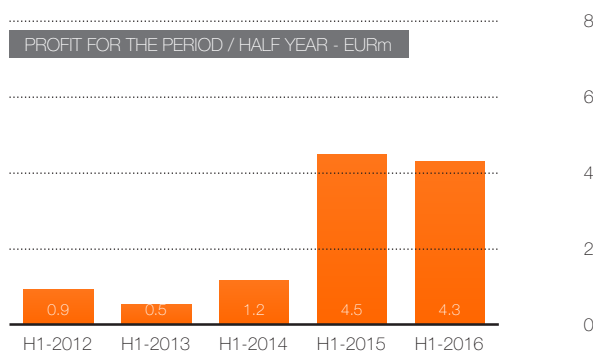
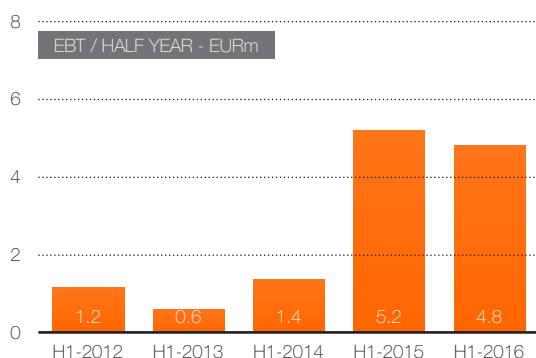
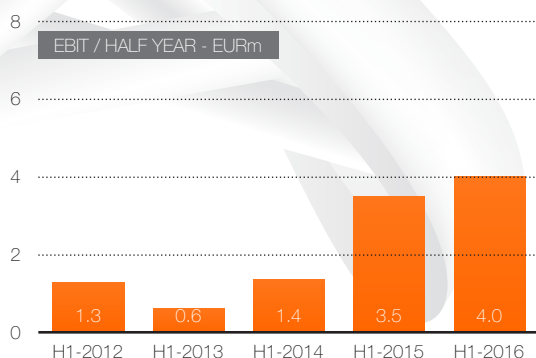
Management considers this result satisfactory.

EURm 2.4 of the 2015 result achieved belongs to non-controlling interests.

The effective tax for the company in 2015 was 10.10% compared to 11.76% in 2014.

The result gives a total 56.6% return on equity compared to 37.6% in 2014. Management considers this level satisfactory.

*Growth of 21.8% in EBITDA to EURm 5.3  
EBITDA-margin improved to 15.7%*



## Total comprehensive income

The total comprehensive income ended at EURm 3.1, which equals a decrease of 20.5% compared to the first half of 2015, where EURm 3.9 was realized. The result of the first half of 2016 is considered acceptable in relation to the Net Profit.

The main contributors were:

- Exchange rate adjustments from foreign operations of EURm -1.2. The major part of this is in relation to purchase price allocations in GBP.

## Balance and Equity

### TOTAL ASSETS

Total assets increased with 31.6% from EURm 50.4 as of 31.12.2015 to EURm 66.3 as of 30.06.2016.

The main contributors were:

- Effect of EURm 14.4 from the acquisitions of shares in Netic A/S.
- Receivables from sales increased with EURm 2.7 based on increased activity and the consolidation of receivables from Netic.
- Cash and cash equivalents decreased with EURm 3.4 primarily due to payments in relation to purchase of treasury shares and in relation to the acquisition of Netic.

### NON-CURRENT ASSETS

The carrying amount of non-current assets was at the same level as end of 2015.

Product development at the end of the first half 2016 accounted for EURm 2.4 in total compared to EURm 2.4 as of 31.12.2015. The increase has been part of the product strategy in Trifork where new products has been initiated in development and launched for sale. Most of the development cost used on smaller products in 2016 has been handled as part of normal operations and therefore not capitalized in the balance sheet.

### TREASURY SHARES

During the period, the company has seen a small decrease in the ratio of Trifork Holding AG's ownership of treasury shares in relation to end of 2015.

### EQUITY

As of 30.06.2016, group equity amounts to EURm 30.4, which is a 12.1% increase compared to end 2015 with an equity of EURm 27.2. In the first half of 2016, equity has been capitalized at 15.9%. It is a Group target to increase this return.

Equity ratio end of the first half 2016 was 40.3% compared to 46.0% end of 2015.



## Cash flow and investments

### OPERATING ACTIVITIES

In the first half of 2016, cash flows from operating activities amounted to EURm 2.8 compared to EURm 3.0 in the same period in 2015. Receivables from sales increased from EURm 10.3 end of 2015 to EURm 13.0 end of the first half 2016. This level is considered satisfying.

### INVESTMENT ACTIVITIES

Cash flows from investment activities amounted to EURm -16.5 compared to EURm -1.3 in the same period in 2015.

During the first half of 2016 the major investments have been:

- | Acquisitions of subsidiaries of EURm -14.4.
- | Acquisition of associates of EURm -0.6.
- | Investment in product development of EURm -0.6.
- | Net purchase of other equipment EURm -0.8

### FINANCING ACTIVITIES

Cash flows from financing activities amounted to EURm 9.3 compared to EURm 5.0 in the same period in 2015.

The most significant post were:

- | New acquisition loans of EURm 10.0.
- | Repayments of loans of EURm -0.8.
- | Net sale of treasury shares of EURm 0.1.



# Investment strategy

Being in the centre of knowledge in our industry implies that Trifork is working in an innovative international atmosphere with extensive entrepreneurship. Thus we are often offered opportunities to invest in a variety of very promising start-up companies as well as rapidly growing SME's in need of capital to deploy their growth potential. Trifork is an attractive partner for such companies, the attraction being our know-how, resources and presence in different geographic markets. It's essential for us to evaluate these investment proposals and invest in those considered to be the most advantageous.

Trifork creates a significant positive cash flow from operations every year and the basic Investment Strategy is to deploy this cash flow to expand our business. When we are facing larger investments or acquisitions we strive to defer payments including earn out agreements. This is to secure a certain performance and payment flow where we can absorb the investment by the cash flow over 3-4 years. Thus we only make "short-term" finance investments. Growth from acquisitions has an obvious negative impact on cash flow and involves risks and financing issues. On the other hand it's a great way to enter a new market and learn about a foreign culture in a very effective way, thereby giving our growth a quick boost.

The major investments in recent years has been targeted at achieving our goal of becoming an international group and diverting from a few markets. Both to create a considerably larger market base for scalable revenues and in order to contradict fluctuations and regulations in a single market. Today Trifork is represented in 22 offices in 10 countries and have a substantial basis for future international growth.

Trifork's investment decision is based on the following evaluation criteria:

## International

Will the investment benefit our internationalization aim by opening or expanding one or more geographic markets and / or bring new products or solutions to our existing markets ?

## Frontrunner

Is the company a first mover in the utilization of new technology or experts in technology areas that could supplement solutions being marketed by the Trifork organization ?

## Product business

Does the company have or is it developing products with a substantial scalable revenue potential ?

## Business partner

Will Trifork obtain competitive advantages or other synergies by entering this partnership ?

## Customer

There is a need for Trifork to be an innovative partner who can be part of the development of a given solution or product. This helps to create loyal and strategic customers.

Each of the investments Trifork has made in recent years has been evaluated on these criteria, and we found that every investments could contribute to Trifork achieving our strategic goals.

In the next period we will primarily look at acquisitions from a product perspective. With our presence in offices and sales forces around the world we can offer a small product company a boost in business by becoming a part of the Trifork group.



# Expectations and assumptions for 2016

*In 2016, Trifork expects 27% growth in revenue and 35% growth in EBITDA*

## Global strategy

2016 is once again going to be an exiting year for Trifork with further global development of the group.

In the first half of 2016 the group through the acquisition of the hosting company Netic A/S was strengthen in relation to offering the "full package" including operations to clients.

Trifork is able to deliver the full range of services from each of its offices and we expect the organic growth and profit-margins to increase further in the second half of 2016.

In the first half of 2016 investments was made in profiling and promoting a new series of conferences with focus on IT start-up companies and business development. Trifork wants to be a driver for the new start-ups to get success and in this way introduce new innovative or disruptive IT solutions. In May 2016 the first conference took place in London. Trifork is looking into several other initiatives that will create even more focus on IT start-up companies and that will place Trifork in the middle of all the innovation.

## Product companies

Trifork has continued to work with the process of establishing services and product sales that can generate scalable revenue with higher profit margins. This work will be continued and reinforced in 2016 and Trifork believes that the financial results once again in 2016 will show significant growth based on the activities in this area.

Several new activities have been initiated in relation to discovering and creating new innovative products in 2016 involving the whole organisation and brain-trust in Trifork.

Products are seen as an integrated part of the business in Trifork, where they can not only be integrated into project deliveries, but also as elements that have a separate sales channel or even a separate company setup in order to get the best conditions for success.

In the start of 2016 two new companies has been formed based on products from Trifork (The Perfect App and Humio). By having the products in a company of their own it's our belief that this will bring the needed attention and focus on each of the products in order to make them best in class and get success.

In 2016, Trifork's target is to generate 15% of total revenue from product sales and related services and to achieve an EBITDA-margin of over 25%.

## Financial results and growth

**In 2016 Trifork expects an increase of 27% in revenue compared to 2015. The target is total revenue of EURm 75.**

**Trifork expect an EBITDA of EURm 12. This is an increase of 35% compared to 2015 and equals to an EBITDA-margin of 16%**

The growth in revenue is expected to come from an extension of the existing business but with increased focus on product sales.

The fulfilment of the financial expectations is subject to some uncertainty. Significant changes in exchange rates, business or macroeconomic conditions may have an impact on the economic conditions of the Trifork group performance.

### ACADEMY (CONFERENCE AND EDUCATION)

Representing 12% of total revenue in Trifork the current size of the Academy business is considered adequate and the focus in this area in 2016 is to increase profitability instead of additional growth.

For Academy, the highest risk is a new recession in the economy. This could mean that companies may be cautious with expenses to conference participation and education.

### PROJECT (CUSTOMER INNOVATION)

Project is focusing on delivering innovation projects to the customers of Trifork. In the first half of 2016 this unit represented 74% of total revenue in Trifork.

Risks include projects not being delivered on time or if new planned projects are delayed in starting.

### PRODUCT (DEVELOPMENT AND SALES)

The products invented at Trifork are based on continued development of the current product portfolio in the company and will be inspired by the innovative projects developed with the customers of Trifork.

In the first half of 2016 this segment accounted for 12% of total revenue and achieved an EBITDA-margin of more than 30%. The activities in this segment are expected to grow significantly in the future.

Risks include products not being sold or if the maintenance and support of products will be too expensive compared to the pricing of the products.

# Academy

The purpose of Academy is to ensure that as a company, Trifork stays on top of the new tech waves of the future. At the same time, we want to inspire the tech community by showing ways of applying technology through practical use case studies and by sharing the first-hand experiences of early adopters from all over the world.

Our academy business continues to be the source of inspiration and direction for our employees, customers and future investments.

In the first half of 2016 we delivered our first GOTO Conference in Stockholm with a focus on programmable infrastructures such as container orchestration, micro-services, infrastructure-as-code and Cloud Native Applications. The conference was well received by both participants and sponsors. Our GOTO Conference in Chicago and Scala Days in Berlin had record numbers of participants and were completely sold out.

In 2016, hot topics at our conferences include:

- Programmable infrastructure
- Machine Learning
- Internet-of-Things
- Privacy and Security
- Big Data and Analytics

*By organising technology conferences across the world, Trifork is always close to those who set the agenda in information technology.*

In addition to a strong focus on technology our conferences provide insight about what it takes to be a high performance team, and how state-of-the-art collaboration with business owners can bring about faster returns and value creation.

## Market

Customers who attend our conferences and training are primarily software engineers, team leads, architects, and project managers from all areas of the software industry.

During 2016 we are expanding the focus of our conferences through GOTO Accelerate and Trifork Start-up Conferences. GOTO Accelerate will address the needs of business strategists and executives that want to see how technology can be leveraged to accelerate business growth. Often executives do not have the luxury of time in rapidly

evolving market places. To ensure sustainable and profitable growth, innovation and new strategies have to demonstrate their worth very fast.

## Business results and expectations

Our vision for the future is that the GOTO conferences will expand to cover new geographical locations, allowing Trifork to intensify its efforts to continuously exploit and uncover new international possibilities for growth.

In the first half of 2016 Academy generated total revenue of EURm 3.9, which was EURm 1.9 below the results achieved in the first half of 2015. This was primarily due to the fact that the Qcon London conference was sold in 2015 and the new GOTO London conference not yet are at the same level. In the first half of 2015 the Qcon London conference contributed with total revenue of EURm 2.6. The EBITDA ended at EURm 0.1 compared to EURm 0.0 in the first half of 2015.

The expectations for the second half of 2016 are that revenue within this segment will be increased based on the GOTO conferences in London, Berlin and Copenhagen to total revenue of EURm 9.0.

Our resources will be focused on making all conferences profitable and to increase EBITDA further, achieving total EBITDA of EURm 1.0 for 2016.

In 2015 more than 7,000 participants attended the conferences organized and held by Trifork. Our ambition is to exceed this in 2016 and to increase our audience to over 10,000 participants per year within the next 24 months.

## Academy

Half year result (EURm)	2016	2015
Revenue	3.9	5.8
EBITDA	0.1	0.0
EBITDA-margin (%)	3.4	0.5
EBIT	0.1	0.0
EBIT-margin (%)	2.8	0.0
FTE (employee)	14	15

# Start-up conference 2016

London, CodeNode, September 27th

Investors meet start-up's

**TRIFORK.**  
...think software

## Trifork start-up conferences

Taking an interest in start-up businesses keeps Trifork in innovation mode.

### The idea

Trifork GOTO conferences have created a unique situation for the company. On the one hand, the program provides insights into the newest technologies, while on the other, Trifork has become expert in organizing all kinds of conferences. Based on this experience, Trifork has started a new initiative to pave the way for start-up companies to get success.

The Trifork Start-up conference is a one-day event with the purpose of introducing new companies and investors to each other. The goal is for all parties to learn from one another, to find synergies together - start-up to start-up or start-up to investor, and to look for business opportunities. The intention of Trifork is to be an investor in some of the start-ups.



Bjarke Salomonsen

CEO / Co-founder, The Perfect App Ltd., London

*"The Start-up conference gave me new inspiration and insights on how our value proposition can be improved; something I could turn around quickly and start using immediately."*

"What we have found is that working with companies in start-up mode can bring great benefit to all parties," said Soeren Brogaard Jensen, CTO at Trifork. "For example, the start-up can learn from an established company how to develop a strong value proposition and hone the way it communicates with important stakeholders such as its staff, investors and customers. For a mature business like Trifork, the relationship sharpens our senses and immerses us in the excitement and raw energy of real innovation."

At the same time, the Start-up Conference provides a good insight to the technologies and application areas which will affect the economy in the not-too-distant future.

In a single, concentrated day of activity, those looking to invest in technology get to crystal gaze and gain insights directly from those responsible for identifying needs, demands and opportunities and developing the next wave of technological answers.

Covering a range of trends from the IoT, Big Data and Data Analytics to online healthcare and education, the Trifork Start-up Conference was held at CodeNode in London, featuring upcoming companies like Beem, Chainalysis, Humio, Spectro Labs, The Perfect App and Trifork Learning Solutions.

### The Trifork DNA is innovation

The story of Trifork is unique and the Trifork mindset even more so. Running our green field operations as lean start-ups before such a concept was coined and applying agile thinking and execution when Scrum and Kanban were highly experimental methods for a handful of very early adopters.

Being an early adopter of new ways of working and highly innovative technologies is part of our DNA - and it is part of the shared DNA of our start-ups. With a 20-year history of continued growth and the introduction of market leaders to new technologies, success formulas for working, sharing, and delivering, and a mindset of helping clients solve their most critical challenges - or realizing the challenge not yet recognized - we instill these values and approaches within all our start-ups.



### Results from the first conference

In May 2016 the first Start-up conference took place in London and was in many ways very successful.

Trifork continuously keeps a dialogue with emerging software businesses and invests in concepts and teams that have strong potential, and the May event combined a showcase for some of the more compelling ideas and personalities, with educational workshops and networking.

The purpose of the conference was to:

- Provide a platform for companies in start-up mode, listen to what they had to say and offer a structured approach to help them to better shape and sharpen their business models;
- Introduce them to potential investors and customers in order to understand a cross-section of needs and demands and build relationships;
- Facilitate a collaborative ecosystem of start-up businesses with a view to sharing experiences and best practices as they grow and succeed.

# Project

The key business component for Trifork is to continue to build innovative and disruptive software solutions that give our customers competitive advantage and solve real customer challenges.

Based on the emerging trends and technologies identified at our conferences, we work alongside our customers to innovate new solutions, leading the way to new value creation.

Often we see our customers looking at software and embedded systems to provide an answer when confronted with business challenges such as:

- **How do we utilize new technologies to build new value streams?**
- **How do we prevent new market entrants from cannibalizing our existing business?**
- **How and what do we need to change to mitigate the risk of becoming obsolete?**

As a trusted partner, Trifork helps some of the world's leading brands as well as other market leaders to answer these questions, and therefore to maintain both market share and position. Often we introduce new technology into projects or we re-think how existing technologies can be utilised to optimise processes or the functionality of the software that we develop.

Our customers not only trust us to advise, develop and implement solutions, but also to engender effective knowledge transfer during or after a project. We do that by working in a dynamic and agile way to improve learning and to adapt to changes in the business environment or in technologies required during a project.

Most of our strategic customers have been working with Trifork for many years. We strongly believe in customer loyalty, working closely with them as a trusted partner to ensure we do everything possible to help them run a successful project. It is this dynamic, the trust between them and us that creates the most innovative new ideas and the best solutions.

Being able to support our customers from the initial idea to deployment of the end solution often makes us able to deliver new systems or services within a very short time frame, thereby minimising the time-to-market for our customers.

Among a long list of projects delivered in the first half of the year the following stand out:

- **bet365:** Development and implementation of Erlang based backend to support the bet365 InPlay platform that pushes live odds to two million customers.

- **Sqor Sports:** Building a new scalable backend as well as web and app based frontends including chat features supporting the Sqor Sports social network that provides latest news and scores, as well as exclusive access to teams and athletes.

- **Danske Bank:** Amongst several new components which have been developed in relation to Mobile-Pay, one of the most significant developments was WeShare - described in the attached case history.

## Market

The primary customers for this business area range from financial service companies, governments and agencies to leading industrial manufacturers.

Trifork competes with other vendors in this market, but keeps a constant focus on maintaining a leading edge at all times.

Our vision is to continue to create the most innovative software solutions, bringing competitive business value to our customers to make them (as well as us) competitive in the market.

## Business results and expectations

In the first half of 2016 Project achieved total external revenue of EURm 24.8, which equals a 29.5% growth compared to the same period in 2015. The major part of the growth was organic but the acquisition of Netic A/S, where just about 40% of the business is project related, did also contribute to the growth.

EBITDA totalled EURm 4.5, which was an increase of 90.1% compared to the first half of 2015, where EURm 2.4 was realised.

The results achieved is considered satisfying.

The 2016 expectations to revenue is to grow to a total of EURm 54.0.

The EBITDA-margin is expected to be increased to 17%. EBITDA of EURm 9.2 is expected for 2016.

*Trifork acts as an innovation partner with our customers. Our mission is to be disruptive and create competitive advantage for them.*

## Project

Half year result (EURm)	2016	2015
Revenue	24.8	19.2
EBITDA	4.5	2.4
EBITDA-margin (%)	18.1	12.4
EBIT	4.1	2.0
EBIT-margin (%)	16.9	10.7
FTE (employee)	311	265

**Danske Bank**

# WeShare - MobilePay's little sister

It has never been easier to split the bill and sharing expenses on the go

Danske Bank's MobilePay is a success story – The app is used by over 3 million people and installed on 9 of 10 Danish smartphones. Trifork has had the pleasure of working with Danske Bank in the creation and continued development of MobilePay. MobilePay started as a mobile person to person payment platform and now MobilePay is also used for in shop payments (Point of Sale), secure internet payments and invoices.

In June Danske Bank has launched "WeShare" – a little sister to MobilePay – to enable users to share expenses and communicate with their friends. WeShare with MobilePay integration is now available in Denmark, Finland and Norway.

We were thrilled when Danske Bank asked Trifork to be a partner in the creation of WeShare.

A team with Danske Bank, Trifork and Hello (Design) joined forces in the creation process.

We are happy with the result. "WeShare" is the place you share expenses, communicate and share information with your friends. From now on there is no need for complicated spreadsheets, paper receipts, Facebook groups and reminders. Its all handled by WeShare.

Trifork's focus in the development process has been native app development for iPhone, Android and Windows Phone and implementing business and database logic in a .NET backend.

In the concept development it has been important to develop an intuitive concept, that makes sharing expenses as easy as sending an SMS.

In the app development process it has been important to build a platform based on state of the art technology and prepared for continued evolution of WeShare..

The apps are responsive, visual appealing, easy to use and still contains the flexibility need when you share expenses.

The backend platform is developed in .NET. The backend encapsulates all the complexity needed to keep track of your friends, your combined expenses, settlements and your messages and pictures. It has been important to build a highly secure platform, where proved correctness and scalability has the highest priority.

## About the solution

It's very fast to sign up in WeShare. It is done using a new secure MobilePay concept that allows you to sign up without entering any information – one swipe in MobilePay is all you need to sign up with name, phone number and profile image.

In WeShare you invite your friends into groups. You simply create a group by giving the group a name and invite friends from your contact list. You can create groups for everything – one for your study group, one for your football team and one for your next holiday trip.

All members in the group can share their expenses immediately and they can communicate with text messages and pictures in the same way, as you do it in Facebook Messenger.

Stacks – the WeShare chat bot – always keeps track of your shared expenses. You always have an updated and precise overview of a group's shared expenses and every team member can decide to settle up (pay his

debts), when he wants. This is done directly in WeShare using MobilePay. There is no need to do any math, type an amounts or a phone number. The WeShare chat bot – stacks – does all the math and ensures that you only have to transfer one single amount. WeShare automatically distributes your money to the right team members directly into their bank accounts.



Mark Wraa-Hansen  
Head of MobilePay, Danske Bank

*"Collaborating with Trifork gives us excellent access to both trend setting technology and business development experts who inspire and challenge us before under and after we bring new solutions to our markets. The long term strategic mobile partnership with Trifork is very important to us".*



# Product

## Product development and goto market

Trifork builds custom software solutions for our clients by combining standardized components, which can either be third party solutions or Trifork products.

Trifork products can be the tools we use to build a solution, or they can be the engine for a whole business.

Humio is a good example of a Trifork product that has been built into a solution. It came about by working closely with our clients to solve their challenges in a new and more effective way, where no other current market offering provided a good fit.

As a log aggregation tool for monitoring software applications, Humio gathers data from multiple sources and consolidates them in a single location. By making analysis and statistics possible, Humio allows you to feel “the hum of the engine” for your system.

Humio is planned to officially launch later this year, but it has already been implemented and used in several projects with good success.

Our customers value our ambition to standardize and mature our projects and tools into products. With more traction and more users, our systems simply get better and better.

One of our most recent acquisitions is Netic. It provides an example of how a state-of-the-art service in the IT hosting and operations space can be highly effective when the offer is packaged and standardised. Half of the Netic revenue stream is related to product-and service-based business.

When Trifork makes the decision to sell a product globally, we first evaluate the investment needed and then create a comprehensive and specific business plan for that product. The next step is to found and fund a new company which is 100% focussed on the new opportunity. Currently Trifork is focussed on four new start-ups: Humio, The Perfect App, Trifork Learning Solutions and Trifork eHealth.

A full list of Trifork products and solutions can be found on our website.

## Market

Today software forms an increasing part of almost any business or product. The market just keeps growing. We see old companies wanting to make their product digital or partly digital. We see banks and financial institutions using software as the primary method of transacting business and we see boom in connecting anything.

Companies use software to create a better image, save costs, improve productivity and a lot more. Therefore, it's not possible to quantify the size of the market, but to us the opportunities are diverse and immense. We operate in the following sectors: Finance, Education, Healthcare, Manufacturing, Fashion, Social media, News and Media.

## Business results and expectations

The Product segment include all product based revenue. This revenue includes license sales of Trifork and partner products as well as service and hosting agreements related to these products.

For the first half of 2016 revenue totalled EURm 3.9, equal to 12% of total revenue in the Group and at the same level as in the first half of 2015.

Product based revenue based on Trifork's own products increased slightly but not as much as expected and the sales of partner products have not continued at the same level as in 2015. Based on this the revenue target for the first half of 2016 was not met. In order to get the full potential out of our partner products we have decided to form a separate organization (Trifork Selected) to focus on this specific business.

EBITDA for the period ended at EURm 1.2 equal to an EBITDA-margin of 30.4%.

In the first half of 2016 significant resources have been invested in product development, in the previous listed new start-ups, where the major revenue streams are still to come. This of course has affected EBITDA in a negative way. EURm 0.8 has been capitalized as product development in the period.

The results achieved are considered to be acceptable.

The 2016 expectation is that revenue in this segment will total EURm 11.0 (15% of total group revenue) with a 27% EBITDA-margin equalling EURm 3.0 in EBITDA.

*During 2016, the sale of products is expected to account for 20% of total revenue.*

## Product

Half year result (EURm)	2016	2015
Revenue	3.9	3.9
EBITDA	1.2	1.3
EBITDA-margin (%)	30.4	33.7
EBIT	0.9	1.0
EBIT-margin (%)	23.2	26.0
FTE (employee)	31	8

## JYSK Nordic chose Netic A/S as new operating partner

Transition and optimised performance implemented maintaining full operations

Against the backdrop of the choice of a new operating partner JYSK Nordic decided on a transition including data, OS, applications, servers, etc. for more than 1000 stores in 19 countries and all web shops. The transition was secured through a transparent process based on proofed and thoroughly tested principles. In the process performance surveillance done using Splunk and targeted redundancy have optimised the performance significantly.

### The challenge

*"At JYSK Nordic we had to transfer around 80 servers containing systems for all our stores and web. It was very important to us that the transition could be done without consequences for the sale and stock control in our stores in the middle of the spring season", Klaus Dhiin, Team Manager, IT Store Operations, JYSK, explains.*

### The solution and transition

The transition was critical, because it included the management of the backend for the cash registers in more than 1000 stores in 19 countries along with the significant sales on the JYSK Nordic web shop. The transition itself consisted of transferring data, OS, applications, servers, etc. from the former operating partner to an infrastructure designed and implemented by Netic. The system was optimised significantly and today a search on the cash register takes 0.4 second, whereas it took 5-11 seconds before. Even though the work began in January 2016 the solution was delivered in the middle of April – one month before the agreed date.

*"We expected it would take 6-7 nights to complete the transition, because we only have a window of 2 hours a day where all JYSK Nordic stores are closed at the same time. Netic succeeded in making the full transition in just one night. This was very impressive and valuable to us", Klaus Dhiin states.*

### Working with Netic

*"Netic has skilled technicians, who are highly qualified and specialised. For us it makes good sense to pay for getting access to these special skills. At one point we did consider in sourcing but we get so much more this way", Klaus Dhiin states. "After putting out the tender we chose Netic, even though they was one of the minor companies in the tender. We chose them due to their competence and extensive professional insight. Their solution was very precisely described and already in their project plan they were just right on target, which is quite impressive. With these projects you usually have to know your own systems pretty well, but we felt confident just leaving that to Netic to sort out. In the process Netic found an even better financial solution, because they could secure the quality of operations using only half redundancy on certain parts and full on the most critical parts.*



*In addition to their realistic approach Netic allocate sufficient technicians in the daily operations and the communication with our own technicians runs fast and smoothly."*

*"An essential reason for the success is due to a good process with a great cooperation. Everybody can look each other in the eyes and say things straight out. From the beginning it was agreed to focus on being creative and goal-oriented in solving potential problems. This great and effective way of working together has continued in the operations and both parties have full insight and access to the same data on a daily basis. There is shared online documentation, and the case management is open to everybody involved. This creates trust, and everybody can make decisions based on the same insight."*

*"The entire setup, where we stay one step ahead of problems, makes the operations a walk in the park. By having full access ourselves to see where potential problems could occur we avoid the classic conflicts between the hosting partner and developers", Klaus Dhiin sums up.*

Klaus Dhiin, Team Manager, IT Store Operations, JYSK:



*"Special skills, good communication and total insight make operations a walk in the park."*



Netic is a company in the Trifork group focusing on IT hosting and operations. The company is based in Denmark but delivers services to companies all over the world. Netic is the only certified Splunk provider in Denmark.

# Statement by the Board of Directors and Executive Management

Today, the board of directors and the executive management have considered and adopted the interim report for the period January 1, - June 30, 2016 for Trifork Holding AG.

The interim report is a summary financial report presented in accordance with the IAS 34 about interim reports.

The interim report is prepared after the same accounting policies as used in the annual report for Trifork Holding AG in 2015.

It is our opinion that the interim report gives a true and fair view of the Group and company assets, liabilities and financial positions as of June 30, 2016 and of the profit of Group and company activities and cash flow for the accounting year January 1, - June 30, 2016.

The interim report has not been audited.

Schindellegi, August 25, 2016

## Executive management

Jørn Larsen  
CEO, Trifork

Kristian Wulf-Andersen  
CFO, Trifork

## Board of directors in Trifork Holding AG

Johan Blach Petersen  
Chairman of the board

Jørn Larsen  
Board member

Kristian Wulf-Andersen  
Board member

Lars Dybkjær  
Board member

Adrian Cockcroft  
Board member



# Consolidated financial statement

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## Consolidated comprehensive income statement for the half year ended June 30, 2016

EUR

	2016	2015	2015
	01.01-30.06	01.01-30.06	01.01-31.12
Revenue	33,438,759	29,118,382	59,039,082
Cost of goods sold and services provided	-11,981,867	-12,604,808	-23,294,375
Gross profit	21,456,893	16,513,574	35,744,707
Personnel cost	-16,199,613	-12,196,511	-26,879,655
EBITDA	5,257,280	4,317,064	8,865,053
Depreciations and amortizations	-1,249,241	-792,541	-1,832,180
Profit from operations (EBIT)	4,008,039	3,524,523	7,032,873
Financial income	1,832,416	2,488,663	2,273,229
Profit in associated companies	-41,496	-32,825	23,596
Profit on other investments	-105,969	-8,994	4,453,919
Financial expenses	-853,979	-820,527	-2,559,159
Profit before tax (EBT)	4,839,011	5,150,840	11,224,459
Taxes	-580,681	-670,255	-1,134,152
Profit for the period	4,258,330	4,480,585	10,090,307
Items for subsequent reclassification to profit			
Foreign currency translating differences for foreign operations	-1,191,191	-624,565	-777,470
Items that are not reclassified subsequently to profit or loss			
Actuarial gain (losses) on pension liabilities, net of tax	0	0	-28,483
Other comprehensive income after tax	-1,191,191	-624,565	-805,953
Total comprehensive income	3,067,139	3,856,020	9,284,354
Division of profit for the period			
Parent company shareholders	3,913,640	3,995,879	7,680,768
Non-controlling interests	344,690	484,705	2,409,539
Division of Total comprehensive income			
Parent company shareholders	3,195,771	3,250,999	6,871,556
Non-controlling interests	-128,632	605,021	2,412,799
Earnings per share (EPS)			
Basic earnings per share	0.23	0.24	0.43
Diluted earnings per share	0.23	0.24	0.43

# Statement of financial position as at June 30, 2016

## Assets

EUR

Assets	2016	2015	2015
	01.01-30.06	01.01-30.06	01.01-31.12
Non-current assets			
Intangible assets	28,750,599	15,446,815	15,733,195
Tangible assets	6,201,995	2,508,897	3,975,165
Investments in associates	1,220,365	453,272	702,522
Other financial assets	4,895,569	3,099,019	4,761,792
Total non-current assets	41,068,529	21,508,003	25,172,673
Current assets			
Work in progress	2,003,232	1,616,645	1,625,562
Receivables from sales	12,977,928	9,665,972	10,313,304
Other receivables	1,142,982	2,301,150	1,249,372
Prepayments	1,214,638	757,628	765,363
Cash and cash equivalents	7,908,540	11,681,119	11,269,919
Total current assets	25,247,320	26,022,513	25,223,522
Total assets	66,315,849	47,530,517	50,396,195

## Liabilities and equity

EUR

Liabilities and equity	2016	2015	2015
	01.01-30.06	01.01-30.06	01.01-31.12
Equity			
Share capital	1,552,502	1,556,820	1,552,502
Retained earnings	26,826,127	19,399,710	22,912,487
Treasury shares	-834,587	0	-778,963
Reserve for exchange rate adjustments	-842,707	-485,253	-521,103
Equity attributable to parent company shareholders	26,701,334	20,471,277	23,164,923
Non-controlling Interests	3,728,037	2,266,816	3,985,717
Total equity	30,429,371	22,738,093	27,150,640
Liabilities			
Non-current liabilities			
Deferred tax	3,023,713	1,370,254	1,397,004
Debt to financial institutions	10,847,309	4,571,800	4,131,072
Other non-current liabilities	4,367,558	1,377,173	1,417,552
Total non-current liabilities	18,238,580	7,319,227	6,945,628
Current liabilities			
Debts to financial institutions	5,694,529	6,394,152	5,406,090
Trade payables	4,493,057	4,554,725	5,059,388
Income tax	1,336,327	1,030,540	860,285
Other payables	4,656,964	3,282,407	3,141,286
Prepayments	1,467,021	2,211,373	1,832,878
Total current liabilities	17,647,898	17,473,197	16,299,927
Total liabilities	35,886,478	24,792,424	23,245,555
Total liabilities and equity	66,315,849	47,530,517	50,396,195

## Consolidated statement of changes in equity

EUR

Trifork Holding AG	Share capital	Retained earnings	Treasury shares	Reserve for exchange rate adjustments	Equity attributable to parent company shareholders	Non-controlling interests	Total
Equity Jan. 1, 2015	1,440,358	11,098,759	-320,362	259,628	12,478,383	1,439,949	13,918,332
Net profit for the year	0	7,680,768	0	0	7,680,768	2,409,539	10,090,307
Other comprehensive income	0	-28,483	0	-780,731	-809,213	3,260	-805,954
Total comprehensive Income	0	7,652,285		-780,731	6,871,555	2,412,799	9,284,353
Transactions with owners							
Capital increase	112,144	5,531,333	0	0	5,643,477	0	5,643,477
Dividends	0	-1,300,000	0	0	-1,300,000	-489,147	-1,789,147
Purchase of treasury shares	0	0	-2,825,919	0	-2,825,919	0	-2,825,919
Sale of treasury shares	0	0	2,367,318	0	2,367,318	0	2,367,318
Dividend treasury shares	0	15,829	0	0	15,829	0	15,829
Other transactions with shareholders	0	-85,720	0	0	-85,720	0	-85,720
Transactions with owners total	112,144	4,161,442	-458,601	0	3,814,985	-489,147	3,325,838
Non-contr. interests from acquisitions	0	0	0	0	0	622,152	622,152
Additions non-controlling interests	0	0	0	0	0	-36	-36
Equity Dec 31, 2015	1,552,502	22,912,487	-778,963	-521,103	23,164,923	3,985,717	27,150,640
Equity Jan. 1, 2016	1,552,502	22,912,487	-778,963	-521,103	23,164,923	3,985,717	27,150,640
Net profit for the period	0	3,913,640		0	3,913,640	344,690	4,258,330
Other comprehensive Income	0	0	-185,782	-321,604	-507,386	-473,322	-980,708
Total Comprehensive Income	0	3,913,640	-185,782	-321,604	3,406,254	-128,632	3,277,622
Transactions with owners							
Dividends	0	0	0	0	0	-83,841	-83,841
Exchange of shares	0	0	-3,634,130	0	-3,634,130	0	-3,634,130
Purchase of treasury shares	0	0	3,764,287	0	3,764,287	0	3,764,287
Sale of treasury shares	0	0	0	0	0	0	0
Other transactions with shareholders	0	0	0	0	0	0	0
Transactions with owners total	0	0	130,157	0	130,157	-83,841	46,316
Non-contr. interests from acquisitions						-499,929	-499,929
Additions non-controlling interests						454,722	454,722
Equity Jun 30, 2016	1,552,502	26,826,127	-834,587	-842,707	26,701,334	3,728,037	30,429,371

Company statement of comprehensive income in 2015 and 2016 is attributed to currency adjustments on translation of foreign entities. The translation reserve includes all adjustments arising on translation of financial statements of entities with a functional currency other than EUR, and adjustments relating to assets and liabilities that form part of the Group's net investment in such unit.

## Consolidated cash flow statement

EUR

	2016	2015	2015
	01.01-30.06	01.01-30.06	01.01-31.12
Profit from operations	4,008,039	3,524,523	7,032,873
Adjustments for non cash operating Items			
Depreciations and amortizations	1,249,241	792,541	1,832,180
Cash flow before change in working capital	5,257,280	4,317,064	8,865,053
Changes in working capital	-3,144,668	-2,082,896	-2,079,754
Cash flow from operating activities before financial Items	2,112,612	2,234,167	6,785,299
Financial income received	1,832,416	1,771,742	1,570,136
Financial expenses paid	-853,979	-827,230	-2,559,159
Cash flow from operating activities	3,091,049	3,178,678	5,796,276
Income taxes paid	-269,880	-149,121	-754,126
Net cash flow from operating activities	2,821,169	3,029,558	5,042,151
Cash flow from investment activities			
Purchase of intangible assets	-645,283	-550,271	-1,018,169
Purchase of associates	0	-4,840	-227,606
Sale of associates	0	1,366,165	4,290,141
Purchase of financial assets	-15,124,616	-1,778,179	-2,061,212
Purchase of tangible assets	-766,206	-411,169	-2,358,541
Sale of tangible assets	0	14,056	38,658
Total cash flow from investment activities	-16,536,105	-1,364,239	-1,336,729
Cash flow from financing activities			
Loan	9,953,053	1,559,247	1,240,343
Repayment of loan	-768,072	-1,067,167	-1,453,708
Capital increase	0	5,920,692	5,557,757
Purchase of treasury shares	-3,634,130	-1,923,902	-2,825,919
Sale of treasury shares	3,764,287	2,035,370	2,367,318
Proceeds from treasury shares	0	16,439	15,829
Dividend paid	0	-1,526,699	-1,789,147
Total cash flow from financing activities	9,315,138	5,013,980	3,112,473
Change in cash and cash equivalents	-4,399,797	6,679,300	6,817,895
Cash and cash equivalents at the beginning of the period	5,863,830	-645,337	-645,338
Exchange rate adjustments	-431,427	-930,087	-897,060
Cash related to acquisitions	1,181,405	183,092	588,333
Cash and cash equivalents at the end of the period	2,214,011	5,286,967	5,863,830
Cash and cash equivalents			
Cash balance	7,908,540	11,681,119	11,269,919
Current debts to financial institutes	-5,694,529	-6,394,152	-5,406,090
Cash and cash equivalents at the end of the period	2,214,011	5,286,967	5,863,830

# Notes

## 1. Applied accounting practice

The 2016 interim report is presented in accordance with the IAS 34 "Presentation of interim reports. The accounting practice applied is unchanged since the 2014 annual report of Trifork Holding AG. We refer to note 1, page 42 of the annual report 2015 of Trifork Holding AG for further information.

Trifork Holding AG prepares and publishes voluntarily its interim report, since the company is not obliged to do so.

## 2. Management's estimates and assessments

Preparing the interim report according to corporate accounting practice, makes it necessary for the management to make estimates and draw up assumptions which influence the included assets and commitments. Management makes its estimates based on historic experience as well as other prerequisites, which are considered relevant at the given time. Pertaining to accounts, these estimates and assumptions provide the basis for the factoring of the value of assets and commitments as well as the effects derived in the statement of account. The actual result can differ from this.

We refer to note 1, page 42 of the Trifork Holding AG 2015 annual report for a more detailed description of the accounts, where management estimates and assumptions primarily are used in connection to the corporate statement of accounts.

## 3. Policy of risk management

Overall, the financial risks and policies of risk management are unchanged compared to the Trifork Holding AG 2015 annual report. We refer to the Trifork Holding AG 2015 annual report, page 12 for a closer description of this.

## 4. Segment information

The entire revenue from all segments comes from sales of services and thus, no further fragmentation on various revenue categories for each segment.

### Academy

Academy is engaged in consultancy and training in agile processes as well as courses and conferences all over the world. These include services related to planning and implementation of courses and conferences.

### Project

Project delivers customer innovation projects and services to both financial, governmental, educational and industrial companies in Europe and America. The focus is to develop software and supply consulting and services related to the use and operation of applications developed.

### Product

Product is based on delivering Trifork developed software either as components in projects delivered to the customers of Trifork - or as stand-alone products and product related services. Products are delivered to both financial, educational and industrial companies in Europe and America.

4 - Segment information first half 2016	Academy	Project	Product	Segment total	Others	Group Total
Revenue to external customers	3,864,041	24,846,318	3,886,790	32,597,149	841,610	33,438,759
EBITDA	131,283	4,508,907	1,183,377	5,823,566	-566,287	5,257,280
Depreciations	-24,631	-317,413	-281,388	-623,432	-625,809	-1,249,241
Profit (+) loss (-) from operations (EBIT)	106,652	4,191,494	901,989	5,200,135	-1,192,096	4,008,039
Average number of employees	14	311	31	356	63	419
Regional segment information	Europe	America	Others			Group Total
Revenue to external customers	29,203,095	3,562,566	673,098			33,438,759
Country specific information	CH	UK	DK	US	Others	Group Total
Revenue to external customers	1,164,043	8,411,669	15,557,360	3,562,566	4,743,121	33,438,759
Information about significant customers						

In the first half of 2016 there has been no individual customer, who has accounted for over 10% of total revenue in the Group.

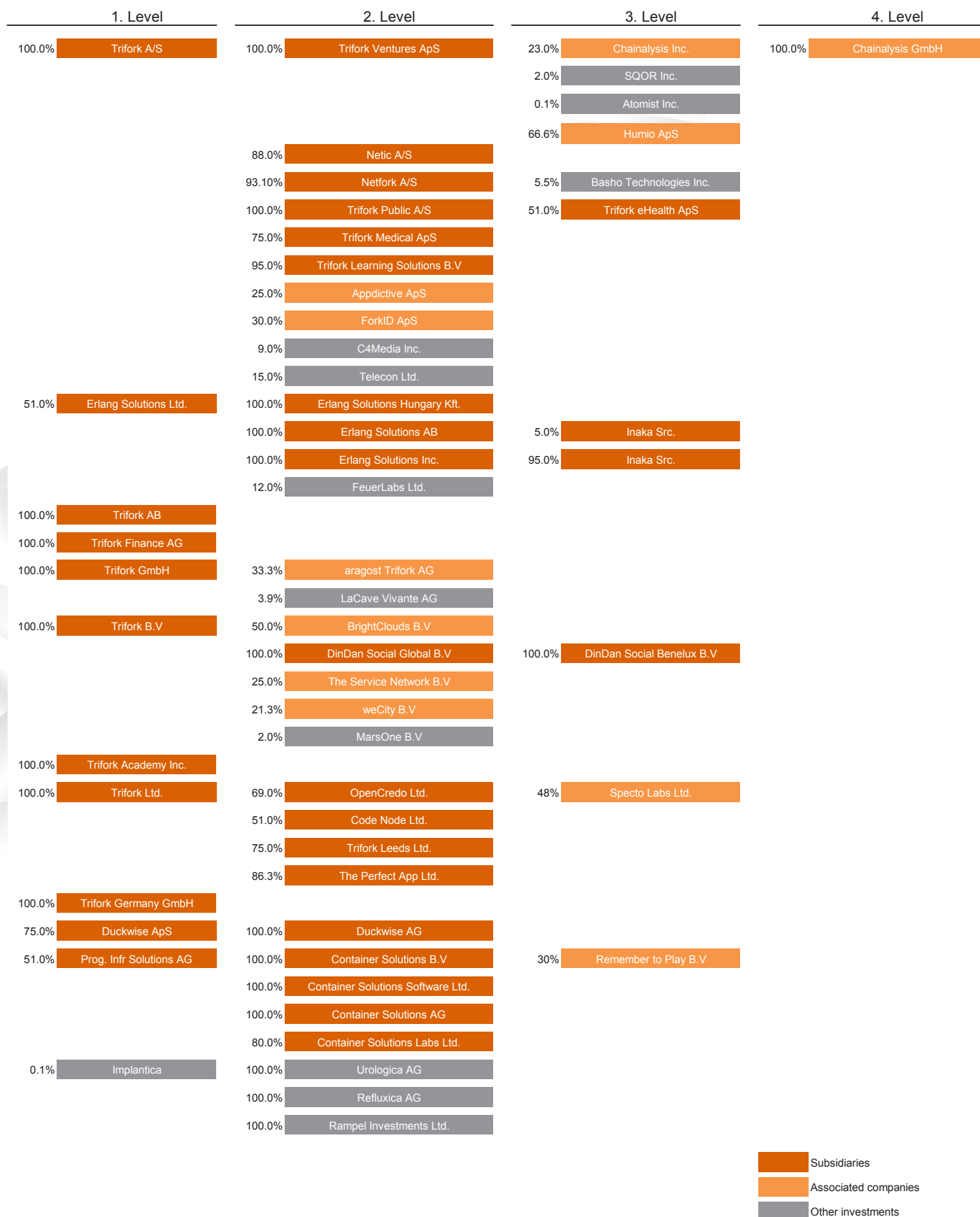
4 - Segment information first half 2015	Academy	Project	Product	Segment total	Others	Group Total
Revenue to external customers	6,063,559	19,182,698	3,872,125	29,118,382	0	29,118,382
EBITDA	494,015	2,472,144	1,306,035	4,272,194	44,912	4,317,106
Depreciations	25,000	427,541	300,000	752,541	40,000	792,541
Profit (+) loss (-) from operations (EBIT)	469,015	2,044,603	1,006,035	3,519,653	4,912	3,524,565
Average number of employees	16	265	8	289	50	339
Regional segment information	Europe	America	Others			Group Total
Revenue to external customers	25,332,993	3,785,390	0			29,118,382
Country specific information	CH	UK	DK	US	Others	Group Total
Revenue to external customers	1,827,487	7,483,664	11,220,440	3,109,914	5,476,879	29,118,382
Information about significant customers						

In the first half of 2015 there has been no individual customer, who has accounted for over 10% of total revenue in the Group.



# Trifork Holding AG

Group Structure, June 2016



## Trifork Holding AG

Neuhofstrasse 8  
8834 Schindellegi  
Switzerland



# WORLD MAP

## 2016 TRIFORK

**TRIFORK**  
...think software

### Denmark

Aalborg  
Aarhus C  
Aarhus N  
Esbjerg  
Copenhagen

### Sweden

Stockholm

### United Kingdom

London (ESL)  
London (OC)  
London (Academy)  
London (CS)  
Leeds

### Germany

Berlin

### Switzerland

Zürich

### Poland

Krakow

### Hungary

Budapest

### Holland

Amsterdam (CS)  
Amsterdam (TL)  
Amsterdam (BV)  
Eindhoven

### Argentina

Buenos Aires

### United States

San Francisco  
Chicago