Annual Report 2015

REJLERS

Five-year summary

Income statement summary, SEK millions	2015	2014	2013	2012	2011
Operating income	1,875.5	1,711.5	1,464.7	1,332.7	1.146.0
Personnel expenses	–1,280.1	–1,192.0	–1,004.1	–929.7	–757.5
Other external expenses	–493.0	–440.6	–370.8	–304.0	–273.2
Depreciations and impairments	–32.2	–29.3	–23.2	–19.5	–16.2
Participations in associated company earnings	0.8	–1.0	–0.6	–0.1	1.2
Operating profit	**71.0**	**48.6**	**66.0**	**79.4**	**100.3**
Net financial income/expense	0.8	–3.7	–2.3	–3.4	–2.7
Profit after net financial income expense	**71.8**	**44.9**	**63.7**	**76.0**	**97.6**
Tax	–20.6	–11.0	–13.0	–17.5	–33.2
Profit for the year	**51.2**	**33.9**	**50.7**	**58.5**	**64.4**

Per-share data	2015	2014	2013	2012	2011
Earnings per share after dilution, SEK	3.96	2.75	4.44	5.17	5.68
Equity per share at the end of the period	39.97	35.83	31.13	29.50	27.75
Dividend per share, SEK (2015 proposed dividend)	2.00	2.00	2.00	3.00	3.00
Average number of shares	12,346,379	12,200,899	11,381,173	11,321,721	11,321,721
Number of shares at the end of the period	12,921,721	12,321,721	11,421,721	11,321,721	11,321,721

Balance sheet summary, SEK millions	2015	2014	2013	2012	2011
Intangible assets	495.2	327.7	303.5	220.3	208.7
Tangible assets	36.2	31.5	30.5	29.9	27.3
Financial assets	8.7	4.6	35.2	38.5	40.8
Deferred tax asset	40.0	18.3	1.1	0.9	1.2
Current receivables	569.0	471.5	455.1	373.7	316.7
Cash and cash equivalents	108.8	89.8	49.0	38.7	48.7
Total assets	**1,257.9**	**943.4**	**874.4**	**702.0**	**643.4**
Equity	524.8	441.6	355.6	334.1	314.4
Non-current liabilities	257.9	155.1	146.8	106.7	114.2
Current liabilities	475.2	346.7	372.0	261.2	214.8
Total liabilities and equity	**1,257.9**	**943.4**	**874.4**	**702.0**	**643.4**

Cash flow sheet summary, SEK millions	2015	2014	2013	2012	2011
Cash flow from operating activities	42.5	68.2	20.0	61.1	61.0
Cash flow from investing activities	–240.2	7.1	–84.1	–27.6	–63.5
Cash flow from financing activities	221.9	–36.6	75.0	–43.0	11.8
Cash flow for the year	**24.2**	**38.7**	**10.9**	**–9.5**	9.3

Key ratios	2015	2014	2013	2012	2011
Operating margin, %	3.8	2.8	4.5	6.0	8.8
Profit margin, %	3.8	2.6	4.4	5.7	8.5
Return on equity after tax, %	10.6	8.5	14.7	18.0	21.6
Return on capital employed, %	11.7	9.4	14.3	19.2	26.8
Quick ratio (excluding unused credit), %	177	162	136	158	170
Equity/assets ratio, %	41.7	46.8	40.7	47.6	48.9
Debt/equity ratio, times	0.5	0.2	0.6	0.3	0.3
Interest coverage ratio, times	11	7	10	15	20
Net indebtedness,SEK million	196.9	62.1	154.7	57.9	55.9
Unutilized credit, SEK million	50.0	60.0	9.9	44.3	15.0
Disposable funds, SEK million [1]	164.3	149.8	58.9	83.0	63.7
Investments, SEK million	239.4	–6.3	84.9	28.2	66.1
Billable hours ratio, %	75.0	75.3	74.7	76.4	75.9
Number of working days	249	248	249	248	251
Full-time employees	1,793	1,690	1,537	1,429	1,216
Total employees	2,082	1,742	1,664	1,532	1,320
Sales per full-time employee, SEK thousand	1,046	1,022	953	933	942

1) Disposable funds refers to cash and cash equivalents, unutilized check credit and an unutilized revolving credit facility.

The Share

The 2015 AGM authorized the Board to pass a resolution for the issue of a maximum of 600,000 new B shares without the right of priority for existing shareholders. In accordance with this authorization, Rejlers carried out a targeted new share issue of 600,000 B shares for a subscription price of SEK 100 per share. The new issue subscription price was determined by a so-called accelerated book building procedure carried out by SCB. The company used the funds from the new issue to refinance borrowing taken up in connection with the acquisition of Orbion Consulting AB. The reason behind the departure from shareholder right of priority was, in addition to the above, to raise capital in a cost and time-efficient manner which the Board considered to be in the company's best interests.

The new share issue provided the company with funding of SEK 60 million before deductions for issue expenses. The new share issue entails a dilution effect of 4.64 per cent in the number of shares and 2.48 per cent in the number of votes. The company's total number of shares outstanding increased from 12,321,721 shares, of which 1,251,250 are Class A shares and 11,070,471 are Class B shares, in all 12,921,721 shares, of which 1,251,250 are Class A shares and 11,670,471 are Class B shares. Share capital increased by SEK 1,200,000 from SEK 24,643,442 to SEK 25,843,442.

Dividend policy

Rejlers long-term policy is for around 50 per cent of the company's earnings to be paid out as dividends. Rejlers Board proposes a dividend of the SEK 2.00 per share (2.00) for the 2015 financial year, which corresponds to 50.5 per cent of earnings per share after full dilution. The dividend amount is SEK 25.8 million (24.6).

Listing and trading

The company's Class B shares have been listed on the Nasdaq Stockholm since 18 December 2006 after having been listed on the Nordic Growth Market (NGM) since 8 May 2003. During 2015, shares to a total value of SEK 149.2 million were traded on the Nasdaq OMX. The final share price for Rejlers Class B shares was SEK 110.00 (90.00) per share at year-end, an increase of 22 per cent compared to 30 December 2014. The highest and lowest share prices during the year were SEK 113.00 and SEK 83.75 respectively.

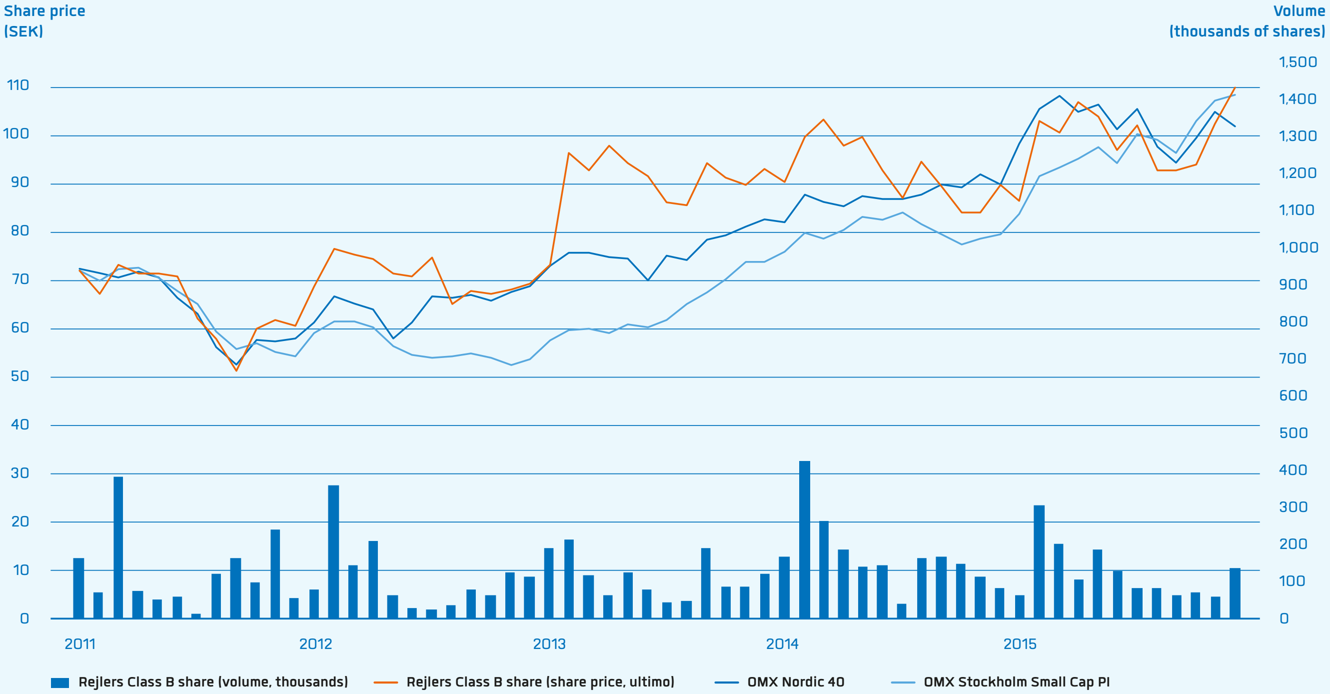
Ownership

At the end of 2015 the number of shareholders was 2,134 (1,980). Institutions and funds owned 37 per cent (34) of the votes and 69 per cent (65) of equity. Foreign owners accounted for 13 per cent (12) of the votes and 21 per cent (20) of equity. The Rejler family owned 57 per cent (58) of the votes and 24 per cent (25) of the equity, of which Group President Peter Rejler 38 per cent (39) of the votes and 7 per cent (7) of the equity. In addition to the family, major owners are Lannebo fonder, Nordea Investment Funds and Didner & Gerge Fonder. The 10 biggest owners are presented in the table on the following page.

Shareholder contacts

Rejlers is proactive in providing information to facilitate the valuation of the Rejlers share. In addition to the Group president and Group CFO, the respective IR managers act as contacts.

Rejlers' share price trends January 2011 – December 2015



Rejlers 10 biggest shareholders

The table shows the situation as of 30/12/2015				
Name	A shares	B shares	Holding(%)	Votes (%)
Peter Rejler	911,250	–	7.1	37.7
Jan Rejler, directly and through company	262,500	382,450	5.0	12.4
Lannebo Fonder	–	1,728,241	13.4	7.2
Nordea Investment Funds	–	1,261,152	9.8	5.2
Didner & Gerge Fonder Aktiebolag	–	1,201,291	9.3	5.0
Lauri Valkonen	50,000	423,688	3.7	3.8
Lisa Rejler	8,750	777,000	6.1	3.6
Swedbank Robur fonder	–	859,906	6.7	3.6
Martina Rejler	8,750	696,250	5.5	3.2
Fondita fonder	–	620,000	4.8	2.6
Total, 10 biggest shareholders	**1,241,250**	**7,949,978**	**71.2**	**84.2**
Total, other shareholders	10,000	3,720,493	28.8	15.8
Total	**1,251,250**	**11,670,471**	**100.0**	**100.0**

Share capital trend

Year	Event	increase in share capital, SEK	Total share capital, SEK	Increase in the number of shares	Total number of shares
2003	New share issue	1,090,000	18,140,000	109,000	1,814,000
2005	New share issue	3,219,510	21,359,510	321,951	2,135,951
2006	Split 5:1	–	21,359,510	8,543,804	10,679,755
2006	New share issue	142,040	21,501,550	71,020	10,750,775
2007	New share issue	66452	21,568,002	33,226	10,784,001
2008	New share issue	75440	21,643,442	37,720	10,821,721
2010	New share issue	1,000,000	22,643,442	500,000	11,321,721
2013	New share issue	200,000	22,843,442	100,000	11,421,721
2014	New share issue	1,800,000	24,643,442	900,000	12,321,721
2015	New share issue	1,200,000	25,843,442	600,000	12,921,721

Per-share data

	2015	2014	2013	2012	2011
Earnings per share after dilution, SEK	3.96	2.75	4.44	5.17	5.68
Equity per share, SEK	39.97	35.83	31.13	29.50	27.75
Dividend per share, SEK [1]	2.00	2.00	2.00	3.00	3.00

1) Proposed 2015 dividend.

Distribution of shareholdings

Number of shares	Number of owners	Number of shares	Proportion of capital (%)	Proportion of votes (%)
1 – 500	1,535	253,412	2.0%	1.1%
501 – 1,000	246	213,176	1.7%	0.9%
1,001 – 5,000	244	585,656	4.5%	2.5%
5,001 – 10,000	38	286,648	2.2%	1.2%
10,001 – 15,000	11	144,356	1.1%	0.6%
15,001 – 20,000	14	253,212	2.0%	1.1%
20,001–	46	11,185,261	86.6%	92.7%
Total	**2,134**	**12,921,721**	**100.0%**	**100.0%**

Administration Report

Rejlers AB (publ)

Company registration number 556349-8426
The Board and Chief Executive Officer of Rejlers AB (publ) submit herewith the annual accounts for the financial year 01/01/2015–31/12/2015.

	2015	2014	2013	2012	2011
Sales, SEK million	1,875.5	1,711.5	1,464.7	1,332.7	1,146.0
Operating profit	71.0	48.6	66.0	79.4	100.3
Operating margin, %	3.8	2.8	4.5	6.0	8.8

Operations

Rejlers was founded in 1942 and provides technical consultancy services to customers within the construction and property, energy, industry and infrastructure sectors. At year-end, Rejlers had a total of 2,082 employees (1,742) located at 80 places in Sweden, Finland and Norway. The head office is located in Stockholm. Since the last quarter of 2015, Rejlers operations are split into four segments, namely Rejlers Sweden, Rejlers Finland, Rejlers Norway and IT Solutions. The acquisition of Embriq allowed us to create the conditions for the new IT Solutions segment. The base for the new segment comprises operations in the Norwegian subsidiary Rejlers Embriq. The segment also includes operations in the Swedish subsidiaries Rejlers Energitjänster AB, ComIT Rejlers AB, the associated company Mirakelbolaget AB and the energy metering services operation in Finland.

Consolidated sales and earnings

Sales for the full year amounted to SEK 1,875.5 million (1,711.5), an increase of 10 per cent compared to the previous year. The organic proportion of growth was 2 per cent. Operating profit amounted to SEK 71.0 million (48.6). The operating margin was 3.8 per cent (2.8). The billable hours ratio was 75.0 per cent (75.3). Profit after net financial income/expense amounted to SEK 71.8 million (44.9) and earnings after tax were SEK 51.2 (33.9). Earnings per share after dilution amounted to SEK 3.96 (2.75). Income from financial items amounted to SEK 8.1 million (3.5) and financial expenses to SEK -7.3 million (-7.2).

The improvement in profit compared to the previous year is partly attributable to dissolved project reserves and partly because the previous year was charged with expenses associated with the departure of the previous CEO, revaluation of associated companies, project losses and restructuring expenses.

The number of working days during the year was 249 (248).

Cash flow and financial position

Cash flow from operating activities totalled SEK 42.5 million (68.2). Consolidated cash and cash equivalents at the end of the period amounted to SEK 108.8 million compared to SEK 89.8 million on 31 December 2014.

Interest bearing liabilities increased from SEK 173.8 million from 31 December 2014 to SEK 280.7 million at the end of the period. Net indebtedness amounted to SEK 196.9 million compared to SEK 62.1 million as of 31 December 2014. The equity/assets ratio at the end of the period amounted to 41.4 per cent compared to 46.8 per cent as of 31 December 2014. Equity per share was SEK 39.97 at the end of the period compared to SEK 35.83 as of 31 December 2014. The Group's overdraft facilities of SEK 50.0 million (60.0) remained fully unutilized as in the previous year.

The dividend to the company's shareholders was resolved and paid out during the second quarter in the amount of SEK 24.6 million (24.6).

A new share issue was carried out in the fourth quarter that brought in SEK 60.0 million before issue expenses.

Investments

Investments in property plant and equipment during the year amounted to SEK 9.5 million (10.2) and investments in intangible assets totalled SEK 4.0 million (1.4). Investments in subsidiaries and operations amounted to SEK 225.9 million (17.8). Further information about investments in subsidiaries and operations is available under note 28. Depreciations and impairment charges amounted to SEK 32.2 million (29.3).

Employees

The number of employees at year end was 2,082 (1,742), an increase of 20 per cent. The number of full-year employees totaled 1,793 (1,690). A total of 13 employees (13) in Finland and zero employees (5) in Norway were temporarily laid off at year end.

Sales, operating profit and operating margin per segment

	Sales, SEK million		Operating profit, SEK million		Operating margin, %	
	Jan-Dec 2015	Jan-Dec 2014	Jan-Dec 2015	Jan-Dec 2014	Jan-Dec 2015	Jan-Dec 2014
Rejlers Sweden	1,099.0	1,059.4	51.4	59.9	4.7	5.7
Rejlers Finland	336.4	293.2	18.9	14.2	5.6	4.8
Rejlers Norway	298.5	305.5	3.5	-25.6	1.2	neg
IT Solutions	151.3	70.8	9.3	15.3	6.1	21.6
Group wide	27.1	25.8	-12.1	-15.2	-	-
Eliminations	-36.8	-43.2	-	-	-	-
Consolidated total	**1,875.5**	**1,711.5**	**71.0**	**48.6**	**3.8**	**2.8**

Rejlers Sweden

Rejlers Sweden increased sales by 4 per cent. Growth was entirely through acquisition. The acquisition of Orbion Consulting AB Sverige means Rejlers is now one of Sweden's biggest technology consultants in the telecoms sector. Orbion Consulting has 150 employees in Sweden and is anticipated to generate sales of SEK 200 million during a 12-month period. The ICT (Information and Communications Technology) market is stable as the demand for connection is constantly increasing. The acquisition of Orbion allows Rejlers to offer both new and existing customers attractive total solutions within mobile and fixed networks.

Rejlers Sweden had a weak workload toward year-end mainly due to low demand from the industrial sector, especially from mechanical engineering and the nuclear power industry. In order to safeguard profitability, 125 employees were given notice in the beginning of 2016.

Rejlers' infrastructure segment trends are positive and the company is involved in several major railway assignments.

Customers in the electrical distribution sector demand smart grid solutions, which is leading to more assignments. Smart grids are intelligent electrical distribution systems that balance electricity supply and demand in a sustainable, reliable and cost-effective manner.

New construction investments for homes and premises bolstered demands for Rejlers skills. The positive trend within the construction and property sector is expected to continue.

Key figures – Rejlers Norway	Jan–Dec 2015	Jan–Dec 2014
Sales, SEK million	1,099.0	1,059.4
Operating profit	51.4	59.9
Operating margin, %	4.7	5.7
Number of employees	1,173	998

Rejlers Finland

Rejlers Finland increased its sales by 15 per cent measured in Swedish currency. The organic proportion of growth was 11 per cent. Rejlers Sweden increased sales by 11 per cent in terms of EUR.

Despite a weak market in the industrial segment, our workload improved compared to the previous year. Rejlers anticipates a continued variable market within the industrial segment but investments are beginning to pick up speed in the pulp and paper industry and also in the nuclear power sector.

The transport sector has improved. Rejlers enjoys good growth in the infrastructure segment. Telecoms operations are growing and Rejlers assignments within network planning and network design for both fixed and mobile networks cover the entire Nordic region.

The energy segment is showing positive trends and Rejlers anticipate increasing demands for services within renewable energy generation and energy-efficient solutions. Rejlers holds a good market position for services within the electricity distribution area, energy generation and project management and is supplying new IT solutions for the electricity grid in Finland such as smart grid solutions. Trends are positive for our services aimed at reducing energy consumption and the company sees a growing market for Rejlers environmental services throughout the operation.

Market prospects are positive for assignments within the construction and building sector. The workload for Rejlers assignments within the construction and property segment has improved, especially in the public sector and housing market.

Key ratios – Rejlers Finland	Jan–Dec 2015	Jan–Dec 2014
Sales, SEK million	336.4	293.2
Operating profit	18.9	14.2
Operating margin, %	5.6	4.8
Number of employees	482	434

Rejlers Norway

Rejlers Norway's sales fell by 3 per cent measured in Swedish currency. Growth was entirely organic. In Norwegian currency, sales increased by 4 per cent.

Rejlers Norway extended several major contracts during the year, among others with TeliaSonera and Agder Energi. We recruited 20 new employees in connection with the assignment for Norkring AS for the operation and maintenance of their nationwide land-based network in Norway.

Public-sector investments are increasing and benefit Rejlers operations within energy, transportation, roads and railways. Despite the oil-related downturn in the economy, construction investments remain high, especially in the Oslo region. The company needs to recruit further skills in order to meet customer requirements.
The climate and environmental challenge leads to increased demands for services aimed at energy efficiency improvements and sustainable energy solutions. Demands for Rejlers services is thus increasing in all of the company's markets. Rejlers' consultants are working on increasingly large projects where energy efficiency improvements and sustainable solutions are in the spotlight. The company has also noted an increase in demand for assignments within the construction and property segment in Oslo that aim to achieve more efficient, sustainable energy use.

Telecoms operators often choose to outsource parts of their operation such as the operation and maintenance of the network. Our skills and experience in the operation and maintenance of communications network enables us to gain outsourcing assignments.

Key ratios – Rejlers Norway	Jan–Dec 2015	Jan–Dec 2014
Sales, SEK million	298.5	305.5
Operating profit	3.5	-25.6
Operating margin, %	1.2	neg
Number of employees	239	247

IT Solutions

The acquisition of Embriq allowed us to create the conditions for the new IT Solutions segment. The base for the new segment comprises operations in the Norwegian subsidiary Rejlers Embriq. The segment also includes operations in the Swedish subsidiaries Rejlers Energitjänster AB, ComIT Rejlers AB, the associated company Mirakelbolaget AB and the energy metering services operation in Finland.

The market for IT Solutions is good, driven by demands for efficient, green solutions from the world at large. The Nordic countries also share an ambition to prepare for a common electricity market. Energy market companies are paying closer attention to their core operations and the increase in outsourced services is a noticeable trend.

There is increasing demand for combined electrical power and advanced IT skills within IT services and consultant support. Through our acquisition of Embriq and the coordination of existing operations in a new segment, Rejlers is well positioned in this growing market. We have added new customers at an even pace during the year and existing customers have renewed their contracts. In Sweden, Rejlers Energitjänster is participating in several procurements of meters and systems.

Before the acquisition, Embriq signed a five-year agreement with an option for a further five years with Netalliansen for NOK 1 billion for the delivery and operation of smart electricity meters. Thus in Norway, almost 60 per cent of all metering points will be based on technology or services from Rejlers. Rejlers Embriq also participates in EPR (European Pattern Recognition project) which looks at the effects of renewable energy solutions.

Key ratios – IT Solutions	Jan-Dec 2015	Jan-Dec 2014
Sales, SEK million	151.3	70.8
Operating profit	9.3	15.3
Operating margin, %	6.1	21.6
Number of employees	179	55

Acquisitions

During the year, Rejlers acquired seven operations including 100 per cent of the shares in 100 Embriq AS, Sassicon Oy, Energy Business Sweden AB and Orbion Consulting AB and the remaining 34 per cent of Elmil Oy. It also purchased the assets and liabilities of Automationscenter & Bråvalla Eltekniks konsultverksamhet and Carunas Oy's project management. See also note 28.

Sensitivity

Rejlers earnings are sensitive to changes in the billable hours ratio, hourly prices and wage cost trends.

Every change of one percentage point in its parameters has the following effect on Rejlers' operating result in SEK millions:

Billable hours ratio	24 (23)
Hourly price	19 (17)
Pay expense increase	12 (12)

Personnel expenses amount to 68 per cent (70) of revenues while other operating expenses including depreciation constitute 28 per cent (28) of revenues.

Events since the end of the reporting period.

Due to the weak profitability in Sweden, 125 employees were given notice in the beginning of 2016.

Parent company

Net sales in the parent company during the year amounted to SEK 25.1 million (23.8) and earnings after tax totalled SEK 22.8 million (34.8).

Duties of the Board and corporate governance

We refer to the corporate governance report in this annual report for information regarding the duties of the Board and corporate governance. See pages 9–12.

Guidelines for remunerations and other terms of employment for senior executives

The 2015 AGM resolved the following guidelines for remunerations to the CEO and other senior executives. Other senior executives refers to the members of the Group's management group.

The main principle for these guidelines is that senior executive at Rejlers must be offered remunerations on market terms to enable the company to attract, develop and retain key individuals. In general, Rejlers does not offer benefits beyond that which constitutes local practice.

Remunerations to the CEO and other senior executives must be on market terms and consist of basic salary, variable remuneration, pension and in certain cases other benefits. The variable remuneration is limited to a maximum 60 per cent of basic salary.

The variable remuneration is based chiefly on the Group's financial performance and individual performance in relation to set quantitative and qualitative goals.

The pension is premium based and there are no pension obligations in addition to pension premiums paid. In the case of other senior executives, the National Pension Insurance Fund applies, either via the ITP plan or through individual occupational pension policies within the ITP framework.

The company and the CEO are subject to a mutual 12-month period of notice. The company and other senior executives are subject to a mutual 6-12-month period of notice.

The Board proposes that it be authorized to deviate from the above proposed guidelines where there are special reasons for this in individual cases.

The Board's proposals for guidelines for 2016 remain in principle unchanged compared to 2015.

Risks and risk management

All business activities are subject to a certain degree of risk-taking. Rejlers regularly carries out surveys of the Group's risks with the aim of continually developing and strengthening the procedures for day-to-day risk monitoring. The Group's Board and senior management is responsible for risk management.

Strategic and operational risks

Market

Rejlers operates in Sweden, Finland and Norway and is thus dependent upon short-term economic circumstances in these markets. The company is also exposed to competition from both major international competitors and a number of smaller local competitors in each individual market. Political decisions may also have a decisive influence on the willingness of customers to invest. Rejlers manages market risks by having a broad customer base with an even distribution of private and public clients and a broad range of services to minimize sensitivity to weakening in individual sectors.

Assignments

Assignment risks include those linked to individual assignments. Rejlers works with different forms of contract. A fixed-price assignment may entail an increased risk if the time required to complete the assignment is miscalculated. Rejlers has a limited proportion of fixed-price assignments. They are managed according to a special decision-making process and require careful supervision. The major proportion of the company's assignments are charged at an hourly rate, and therefore the risk they present is limited.

The quality of assignments is assured in the group-wide business management system, which is certified to ISO 9001:2008 and ISO 14001:2004 standards in Sweden, Finland and parts of Norway.

Employees

Employees constitute a core resource in a consultancy. There is always a risk that skilled employees leave Rejlers to join competitors, customers or start their own operations.

Being able to retain existing employees is important for company growth, as is the ability to recruit new employees. In connection with acquisitions, it is important that the new employees be integrated into the operation well. Rejlers endeavours to be a good employer and always pays great attention to employee job satisfaction. The size of the company makes it possible to offer varied assignments in terms of both geography and skills. Being able to offer a stimulating workplace for employees and provide good opportunities for training and development contributes to company growth.

Acquisitions

The acquisition of a consultancy always entails a risk that personnel will leave the company acquired. A major acquisition puts the organization under strain and directs attention to internal issues, which may hinder marketing efforts.

In every acquisition, Rejlers always seeks to integrate new employees and operations to create additional value for both the acquiring and the acquired company. By gaining local support within the organization in respect of potential acquisitions, we also avoid the risk of bad investments.

Media exposure and brands

With the increasing renown and exposure of Rejlers and the Rejlers brand also comes the risk of e.g. media scrutiny and negative publicity. Rejlers has a structured method for monitoring and following what is written and reported about the company and the major projects we are involved in, in both conventional media and social media. There are established guidelines for how the company's employees should act in relation to various media.

Financial risks

Liquidity risks, currency risks and interest rate risks

Changes in interest rates and foreign exchange rates have an effect on cash flow, earnings and the balance sheet. The Group's expenses and revenues are chiefly in local currencies, i.e. SEK, NOK and EUR. Even in the event of major foreign exchange rate changes we consider the consolidated balance sheet only to be exposed to a minor extent.

The liquidity risk is limited through good liquidity planning. Seasonal reductions in liquidity are countered by changes in the limit of overdraft facilities. The Group endeavours to have guaranteed overdrafts and cash and cash equivalents equivalent to the sum of all loans falling due in the next six months.

Because the Group makes acquisitions on an ongoing basis, it's indebtedness and financial risk also change. The Group also has net borrowing, which means increased attention must be paid to liquidity risks and interest rate risks. The Group's equity/assets ratio continues to be good.

Credit risk

Credit risk entails risks linked to the ability of customers to pay. Rejlers has a major exposure to customers in the public sector where the credit risk is low. Because customers are invoiced on an ongoing basis, the accrued credit risk is relatively limited even in major assignments.

The Rejlers share

The final share price for Rejlers Class B shares was SEK 110 per share at year-end, an increase of 22 per cent compared to 31 December 2014. The Rejlers share is listed on Nasdaq Stockholm.

In all, there is a total of 12,921,721 shares distributed among 1,251,250 Class A shares (ten votes per share) and 11,670,471 Class B shares (one vote per share). Rejlers' total share capital amounts to SEK 25,843,442 and the total number of votes is 24,182,971.

Shareholders with more than 10per cent of the votes in the company are Peter Rejler and Jan Rejler through a company.

Dividend

Rejlers long-term policy is for around 50 per cent of the company's earnings to be paid out as dividends. Rejlers Board proposes a dividend of the SEK 2.00 per share (2.00) for the 2015 financial year, which corresponds to 50.5 per cent of earnings per share after full dilution. The dividend amount is SEK 25.8 million (24.6).

The Board considered a dividend to be reasonable considering the demands the nature of the operation places on equity financing, the ability in both the short and long terms of fulfilling the Group's obligations and the estimation of the Group's future growth.

Proposed allocation of profit

Non-restricted equity in the parent company amounts to	SEK 193,773,964
The Board of Directors and CEO propose that a dividend be paid to the shareholders in the amount of	SEK 25,843,442
To be carried forward	SEK 167,930,522

Corporate Governance Report

Rejlers AB (publ) is a Swedish public limited company whose Class B share is noted on the Nasdaq OMX, Nordic list in the Small Cap segment. The company has applied the Swedish Corporate Governance Code since 1 July 2008 and herewith submits its 2015 Corporate Governance Report.

General

Rejlers corporate governance is based on the Swedish Companies Act, the articles of association as approved by the shareholders and obligations the company has undertaken through contracts such as the listing contract with Nasdaq OMX. As a result of the listing contract, the company has applied the Swedish Corporate Governance Code since 1 July 2008. In addition to this, the company is required to comply with applicable Swedish and foreign laws and regulations.

Shareholders

The the company's Class B shares have been noted on the NASDAQ OMX Nordic list, the regulated market for share trading, since 18 December 2006. Before then, the share had been listed on the Nordic Growth Market, NGM, since 8 May 2003.

New emissions increase the number of shares during the year from 12,321,721 to 12,921,721 divided into 1,251,250 Class A shares and 11,670,471 Class B shares. The number of votes increased by 600,000 from 23,582,971 to 24,182,971 and share capital increased by SEK 1,200,000 to SEK 25,843,44. The new share issue was equivalent to 4.64 per cent of share capital and 2.48 per cent of the votes in the company after the issue.

Upon request from the shareholder, Class A shares may be transformed into Class B shares. There is no limit to how many votes a shareholder may cast at the AGM. Class A shares confer 10 votes per share while Class B shares confer 1 vote per share. Shareholders with more than 10 per cent of the votes are Peter Rejler and Jan Rejler through a company.

Annual General Meeting and shareholders' meeting

The Annual General Meeting (AGM) is the company's highest decision-making body in which all shareholders have the right to participate in the decisions. If an individual shareholder wishes to have a matter for resolution taken up at the AGM, it must be submitted in writing to the Board no later than seven weeks before the AGM. In accordance with the articles of association, notice to attend must promulgated in the Official Swedish Gazette (Post- och Inrikes Tidningar) and posted on the company's website. Information regarding the promulgation of a notice to attend must be provided in an advertisement in Dagens Nyheter.

The company's AGM in respect of the 2014 financial year took place on 4 May 2015 in Stockholm; the AGM was attended by 29 shareholders who represented 74.8 per cent of the company's votes and 56.1 per cent of equity. The company auditor and all of the Board members elected by the AGM were present at the meeting. The AGM was chaired by Chairman of the Board, Ivar Verner. Minutes from the AGM are available on the company website.

The AGM resolved, inter alia:

- To pay a dividend of SEK 2.00 per share as proposed by the Board.
- To discharge the members of the Board and CEO from liability as proposed by the auditor.
- To re-elect Ivar Verner as Chairman of the Board as proposed by the nomination committee. In addition, the AGM resolved to re-elect Peter Rejler, Jan Samuelsson, Anders Jonsson, Helena Nordman-Knutson and Thord Wilkne as members of the Board.
- The adoption of principles for nomination committee assignments and appointments and the guidelines for remuneration to senior executives.
- To authorize the Board to pass a resolution for the issue of a maximum of 600,000 Class B shares without the right of priority for existing shareholders.

All of the AGM resolutions were passed unanimously. The company did not hold any other shareholders meetings in addition to the AGM during 2015. The 2016 AGM in respect of the 2015 financial year will be held on 9 May 2016 in Stockholm.

Nomination committee

The nomination committee nominates members to Rejlers' Board who are then proposed to the AGM. The nomination committee's assignment begins with an evaluation of the incumbent Board. When making nominations to the future Board, the nomination committee takes into consideration the potential members' strategic skills, education and any other Board work.

The nomination committee also solicits points of view from the principal owners. The nomination committee submits proposals regarding remunerations to members of the Board at the AGM. The nomination committee also submits proposals regarding the election of auditors. Instructions for the nomination committee are resolved by the AGM. The nomination committee charged with preparing agenda items prior to the 2016 AGM consists of Kent Hägglund representing Peter Rejler, Martina Rejler representing Jan Rejler and Johan Lannebo representing Lannebo Fonder.

The nomination committee must draft proposals regarding: the AGM chair, the number of Board members, fees to Board members, Board members and Chairman of the Board, the number of auditors, how the nomination committee should be appointed before the 2016 AGM and the nomination committee´s assignment.

As the basis for the nomination committee's work, the chairman of the Board and the CEO submitted a report on the work of the Board during the year. Furthermore, an annual evaluation of the Board was carried out on behalf of the nomination committee.

Board of Directors

Rejlers Board and the Chairman of the Board are appointed by the AGM. The Board approves Rejlers strategy and objectives, ensures effective evaluation of operation and monitors the company's development and financial situation. The Board comprised eight members up until the 2015 AGM. Since the AGM, the Board has comprised six members, who are presented in more detail on page 13. The Board held 10 minuted meetings during the 2015 financial year. Average attendance was 98 per cent, and on average Board meetings lasted around three hours. Representatives from Group management and other management personnel regularly attended Board meetings during the year to discuss issues in their respective areas. In addition to the Board meetings mentioned above, the Board holds minuted teleconferences for updates on current issues. No Board decisions are taken during teleconferences.

The Board is also responsible for acquisitions and disposals of operations, major investments appointments and remunerations to Group management. The Board also approves business plans, the annual accounts and monitors the work of the CEO.

The trades unions have appointed Björn Lauber and Sten Pettersson as Board members.

Ivar Verner was elected by the Annual General Meeting as the Chairman of the Board. The statutory meeting of the new Board resolved to set up an audit committee comprising Jan Samuelsson (chair) Helena Nordman-Knutson and Ivar Verner, and that the Board in its entirety would constitute the remunerations committee. It was also resolved to establish a projects/investment committee comprising Peter Rejler and Ivar Verner.

In addition to company President, Peter Rejler (Board member), other salaried employees from the organization take part in the work of the Board to report on specific matters.

The Board's rules of procedure

The Board has not allocated any specific areas of responsibility internally between its members. In addition to the allocation of responsibility that applies generally under the Swedish Companies Act, the Articles Of Association and the Swedish Code of Corporate Governance, the Board's work is governed by its rules of procedure, which stipulate inter alia that the Board must:

- In addition to the statutory meeting, hold five ordinary meetings
- Establish the overarching objectives for the company's operations and decide on company's strategy
- Approve the budget and corresponding long-term plans including the investment budget
- Address issues regarding investments and similar in amounts that exceed SEK 15 million where these fall outside the approved investment budget
- Decide on the purchase and sale of real estate, shares or the acquisition of another company's operations that exceeds SEK 5 million
- Decide on the formation and capitalization of subsidiaries in amounts that exceed SEK 1 million
- Appoint an audit committee
- Appoint a projects/investment committee
- Approve the annual accounts, administration report and interim reports
- Approve the raising of loans in excess of SEK 5 million
- Initiate major processes and the settlement of disputes of material significance
- Other issues of material financial or other significance

Board composition

Name	Function	Independent	Elected	Present
Ivar Verner	Chairman	Yes	2010	10/10
Thord Wilkne	Board member	Yes	2007	10/10
Peter Rejler [1]	Board member	No	2010	10/10
Jan Samuelsson	Board member	Yes	2010	10/10
Anders Jonsson	Board member	Yes	2011	9/10
Helena Nordman–Knutson	Board member	Yes	2014	10/10
Åsa Söderström Jerring	Board member	Yes	2007	3/3
Lauri Valkonen [2]	Board member	No	2002	3/3

1) Dependent in relation to the company through employment as well as major shareholder.

2) Dependent due to previous employment and major shareholder.

The following items must be taken up at every ordinary Board meeting:

- A report on the company's activities including its financial management
- A report on exceptional measures taken or events occurring between Board meetings
- The development of major projects in progress and anticipated business events
- A report on existing or potential disputes that may have a significant impact on the company's operations

The Chairman of the Board is the link between the President and its other members. The Chairman is tasked with directing the work of the Board and ensuring that the Board complies with applicable laws, rules and recommendations.

The Board is evaluated on an ongoing basis, both in respect of the Board as a whole and its individual Board Members. During 2015, the evaluation was carried out in the form of a Board questionnaire under the direction of the nomination committee. The entire Board took part in the questionnaire and discussed the evaluation. On the same occasion the Board evaluated the President and the company's management in their absence, but with the company auditor present. The company auditor participated in one Board meeting in connection with closing the annual accounts. The company's interim report for the third quarter was reviewed by the company's auditor and reported to the Board's audit committee.

Audit committee

initiative, monitor legislation, regulations, listing agreements and compliance with the Swedish Corporate Governance Code. The audit committee also makes sure that other assignments in addition to audits carried out by the company's auditors are within the framework of approved policy.

During the year, the audit committee also followed up on operational control of commissioned work and the instructions that apply from preparing quotes up to completed delivery within an assignment.

In addition, the audit committee monitors changes to audit rules that may have an effect on the company's financial reporting and the external financial disclosures, and it also evaluates the need for an annual internal audit.

Projects/investment committee

At its statutory meeting following the 2015 AGM, the Board appointed a projects/investment committee comprising Ivar Verner (chairman) and Peter Rejler. The investment committee had three meetings during the year with everyone present. The committee reporter is usually the company's CFO.

The principal task of the investment committee is to discuss matters relating to investments that require a Board decision.

Remunerations committee

The Board has decided not to appoint a special remunerations committee. Instead, the Board in its entirety will constitute a remuneration committee and will address e.g. remunerations and employment issues regarding the President and the other senior executives based on the guidelines adopted by the AGM. The remunerations committee is represented by the Chairman of the Board in negotiations with the President.

Remuneration

Resolutions were made during the 2015 AGM regarding guidelines for remunerations to the CEO and senior executives. These were mainly the same as in previous years. The main principle for these guidelines is that senior executive at Rejlers must be offered remunerations on market terms to enable the company to attract, develop and retain key individuals. The remuneration structure may be made up of a basic salary, variable remuneration and in certain cases other benefits The variable remuneration for senior executives is limited to a maximum 60 per cent of basic salary. The full guidelines are available appended to the AGM minutes and on the company website. The term senior executives refers to the members of the Group's management group.

The AGM approved remunerations to the Board in the amount of SEK 340,000 to the Chairman of the Board and SEK 160,000 each to those of the other members who are not Rejlers employees. An additional SEK 160,000 was set aside for committee work.

See Note 7 to the annual accounts for remuneration to the Board.

President and Group management

The President is appointed by the Board and is tasked with the day-to-day administration of the company in accordance with the guidelines and instructions contained in law, the articles of association and the internal work instructions.

Day-to-day administration includes all measures that, in consideration of the scope and nature of the company's operations, are of an unusual character or of great significance or are expressly defined as falling within the responsibility of the Board.

Peter Rejler has been President and CEO for Rejlers since 1 April 2014. He was born in 1966 and has worked within Rejlers since 1998. In 1999, he took up his post as President of Rejlers' operations until 2012. During the period 2012-2014 he was executive Chairman of the Board but returned to his role as president as of 1 April 2014. From the beginning of August 2014, Peter also held the position of CEO for Rejlers' Swedish operation. Peter holds a Master of Science in Engineering from Chalmers and an undergraduate qualification in electrical and telecoms technology.

The President directs the work of Group management and makes decisions in consultation with other members of the management team. Group management holds regular meetings under the direction of the President. Between these meetings regular checks are made regarding the status of each operation. Group management prepares an annual business plan which is followed up through monthly reports that focus on profitability, cost control and cash flow. Group management comprised the President, the CFO, the Heads of operations for Sweden, Norway and Finland, the Head of IT Solutions, the CIO and the Head of HR, in all six members.

Information about the President and the members of the group management team, their ages, education and shareholdings, is available in the Group Management section on page 14.

Audits

The AGM's tasks include selecting an auditor. The 2013 AGM elected Deloitte as auditors, with authorized public accountant Birgitta Lööf as auditor-in-charge. Deloitte audits all active Rejlers companies in Sweden, Finland and Norway which were wholly owned by Rejlers during 2015. The auditor works from an audit plan and reports her observations to the audit committee on an ongoing basis throughout the year. Reporting to the Board takes place in conjunction with the annual closing of accounts.

A review of internal procedures and control systems is also carried out in conjunction with the audit review.

In addition to the audit review, Deloitte was also engaged for other assignments. Among other things, the work included tax and acquisitions issues along with various audit issues (see also Note 8 to the annual accounts). All of the assignments fall within the framework of policy laid down by the audit committee

Remunerations to the company auditors for 2015 and 2014 are presented in the Annual Report.

Financial reporting and information

Rejlers provides the market with regular information on the progress and financial position of the company. Information is provided regularly in the form of:

- Interim reports
- Rejlers' annual report
- Press releases about news and events that may materially affect the valuation and future prospects of the company. Rejlers' policy is to publish orders that are of strategic value
- Presentations for financial analysts, investors and media
- Rejlers' website – www.rejlers.com – where the information described above is available

The Board's description of the internal control system and risk management

Control environment

The control environment constitutes the basis of internal control. The control environment creates the culture upon which Rejlers operates and defines standards and guidelines for the operation's actions. In practical terms, the control environment consists of documented guidelines, manuals and instructions disseminated throughout the organization. The quality management system is supplemented by a series of documented directives, which include a financial manual containing policies for accounting and financial management together with the information policy. Rejlers maintains a quality management system that includes procedures, instructions and templates for relevant processes. Rejlers is always busy developing and improving quality and processes in order to meet the standards customers, suppliers and employees demand of a consultancy. The organizational structure is transparent, with defined roles and responsibilities that are communicated through documented work instructions for the Board, Board committees, the President and managers in the Group. There are rules of procedure for the Board and instructions for the CEO of each company in the Group, based on the same principles as those for Rejlers AB.

Each company has a board tasked with continuously ensuring compliance with the overall guidelines and policies and making regular assessments of the company's financial situation.
The boards each have at their disposal a president, who in the larger subsidiaries also has a management group. In each of the countries concerned, the Rejlers organization allows local units great independence. Managers at all levels have clearly assigned responsibilities and powers to develop their operations based on local conditions and their customers' needs. Regular evaluations are conducted in the organization at both function and departmental level in order to ensure relevant knowledge of financial reporting in the organization. The aim is the ability to guarantee with reasonable certainty that Rejlers' short-term and long-term targets are achieved. The aim of risk management and internal controls in connection with financial reporting is the ability to guarantee with reasonable certainty that the external financial reporting is reliable with regard to interim reporting, annual reporting and the annual accounts, and to ensure that the external financial reporting is prepared in accordance with laws, applicable financial reporting standards and other requirements that must be met by listed companies.

Information and communication

The most important documents regarding financial reporting are updated continuously and communicated to relevant employees through the company's intranet, information letters, regular meetings etc. There are established information channels to communicate to employees in the organization as effectively as possible. Rejlers also has an information policy in regard to both internal and external communication.

Control activities

The control structure is designed to manage the risks the Board and the senior management consider significant for operational activities, compliance with laws and regulations and financial reporting. Defined decision-making procedures, including an authorization manual, are established e.g. for investments and signing of contracts. Where appropriate, automatic controls specifically related to financial reporting have been established. Most control activities are integrated into the company's key processes such as order booking, revenue recognition, investments, supplier contracts and purchases. To ensure risks in customer projects are noted, managed and correctly reflected in financial reporting, a separate function function has been set up – the project building – to carry out regular checks to ensure customer projects are run in compliance with Rejlers' quality management system in regard to both implementation and financial follow-up. The IT structure is designed to manage potential IT-related risks with checks in the IT systems related to the processes that have an impact on financial reporting.

Monitoring

Each unit head is responsible for ensuring adequate internal control in the unit concerned and for ensuring that the units comply with the Group's directives for financial reporting. In addition, the internal control structure of separate, decentralized functions is reviewed by a special function. Because the Board considers Rejlers' significant areas of risk to be covered by the reviews carried out, it sees no current need to set up a separate function for internal audit at present.

Stockholm 06 April 2016
Board of Directors Rejlers AB

Board of Directors

ANDERS JONSSON
Born 1950. Elected 2011 Master of Science in Engineering Previously ABB Group mnagement in Zurich.
Other important assignments: Advisor to Triton Advisers Ltd, Chairman of the Board at Talis GmbH, Board member in Alimak Group AB and Logstor AS, Vice Chairman in the Swedish Swiss Chamber of Commerce, Zürich.
Rejlers shareholding: 10,456 B shares.

JAN SAMUELSSON
Born 1950. Elected 2010 Graduate in economics. Peviously CEO of Lunds Energikoncernen AB.
Other important assignments: Chairman of the Board at Energiforsk AB and Värmeforskkoncernen. Chairman of the Board at Stena Renewable AB, The Brittedals Group and Drhorace AB.
Rejlers shareholding: 1,200 B shares.

IVAR VERNER
Born 1947. Chairman/Vice Chairman since 2010. Elected 2010 Graduate in economics. Former authorized public accountant; Chairman in Grant Thornton Sweden AB.
Other important assignments: Chairman of the Board of Erlandsons Brygga AB, Centrumfastigheter in Norrtälje AB and Welcome Hotel and board member at Constrera AB, Bioarctic Neuroscience AB and Svenska Vårdfastigheter.
Rejlers shareholding: 5,000 B shares.

PETER REJLER
Born 1966. Elected 2010
Master of Science in Engineering
President and CEO of Rejlers AB, 1999–2012 and 2014–.
Rejlers shareholding: 911,250 A shares

HELENA NORDMAN-KNUTSON
Born 1964. Elected 2014 Graduate in economics and political science. Director at Hallvarsson & Halvarson.
Other important assignments: Board member at Transmode Systems and Sensys Traffic.
Rejlers shareholding: –

THORD WILKNE
Born 1943. Elected 2007 Economist. Founder of WM-data.
Other important assignments: Board member at Addnode Group AB and Temagruppen Sverige AB.
Rejlers shareholding: 200,000 B shares.

BJÖRN LAUBER
Born 1965. Employee representative. Elected 1998 Graduate in economics. Economist at Rejlers Sverige AB.
Rejlers shareholding: –

STEN PETTERSSON
Born 1970. Employee representative. Elected 2009 Undergraduate qualification in engineering. Project manager at Rejlers Sverige AB.
Rejlers shareholding: 700 B shares.

Management

JONAS THIMBERG
CEO, Rejlers Sverige AB
Born 1967. Employed since 2000
Rejlers shareholding: 946 B shares

MATS REHNQVIST
Head of IT, Rejlers Sverige AB
Born 1965. Employed since 2015
Rejlers shareholding: –

PETER REJLER
President and CEO of Rejlers AB
Born 1966. Employed since 1998
Rejlers shareholding: 911,250 A shares

SEPPO SORRI
CEO, Rejlers Finland Oy
Born 1966. Employed since 2005
Rejlers shareholding: –

MATS ÅSTRÖM
CFO Rejlers AB
Born 1965. Employed since 2014
Rejlers shareholding: 500 B shares.

MORTEN THORKILDSEN
CEO Rejlers Norge AS
Born 1961. Employed since 2013
Rejlers shareholding: –

MIKAEL SCHMIDT
Head of HR, Rejlers Sverige AB
Born 1958. Employed since 2007
Rejlers shareholding: –

THOMAS PETTERSEN
CEO Rejlers Embriq AS
Born 1975. Employed since 2015
Rejlers shareholding: –

Shareholding as of 01 April 2016.

Consolidated income statement

Amount SEK million	Note	2015	2014
Operating revenues			
Net sales	5	1,872.4	1,708.6
Other operating revenues	6	3.1	2.9
Total operating revenue		**1,875.5**	**1,711.5**
Operating expenses			
Other external expenses	8	–493.0	–440.6
Personnel expenses	7	–1,280.1	–1,192.0
Depreciations and impairments of property, plant and equipment and intangible assets	9–13	–32.2	–29.3
Participations in associated company earnings	14	0.8	–1.0
Operating profit		**71.0**	**48.6**
Financial income	15	8.1	3.5
Financial expenses	16	–7.3	–7.2
Total net financial income/expense		**0.8**	**–3.7**
Profit before tax		**71.8**	**44.9**
Tax	17	–20.6	–11.0
PROFIT FOR THE YEAR		**51.2**	**33.9**
Attributable to the parent company's shareholders		51.2	33.9
Attributable to shareholders without a controlling influence		–0.1	0.0
Earnings per share for profits attributable to the parent company's shareholders before dilution, SEK	18	4.14	2.78
Earnings per share for profits attributable to the parent company's shareholders after dilution, SEK	18	3.96	2.75

Consolidated statement of comprehensive income

Amount SEK million	2015	2014
Profit for the period	51.2	33.9
Items that may be reclassified to the income statement		
Translation differences of foreign operations, net after-tax	–22.4	7.0
Items that will not be reclassified to the income statement		
Revaluation of net pension provisions	12.1	–13.7
	40.9	**27.2**

Consolidated balance sheet

Amount SEK million	Note	2015	2014
ASSETS			
NON-CURRENT ASSETS			
Intangible assets			
Capitalized expenditures for program development	9	16.5	1.3
Software	10	4.2	6.3
Customer values	11	79.1	57.5
Goodwill	12	395.4	262.6
Total intangible assets		**495.2**	**327.7**
Property, plant and equipment			
Inventories, tools and installations	13	36.2	31.5
Total property, plant and equipment		**36.2**	**31.5**
Financial assets			
Participations in associated companies	14	0.2	1.3
Non-current securities held as non-current assets	19	3.2	0.9
Other non-current receivables	20	5.3	2.4
Total financial assets		**8.7**	**4.6**
Deferred tax asset	17	40.0	18.3
Total assets		**580.1**	**382.1**
CURRENT ASSETS			
Current receivables			
Inventories		6.4	1.8
Trade receivables	21	344.5	286.4
Current tax assets		21.4	28.3
Other receivables		16.8	8.9
Prepaid expenses and accrued income	22	179.9	146.1
Total current receivables		**569.0**	**471.5**
Cash and cash equivalents		108.8	89.8
Total current assets		**677.8**	**561.3**
TOTAL ASSETS		**1,257.9**	**943.4**

Amount SEK million	Note	2015	2014
EQUITY AND LIABILITIES			
Equity			
Share capital		25.8	24.6
Other capital contributed		209.6	151.7
Reserves		-28.3	-6.0
Accumulated profit including profit for the year		309.4	271.1
Total equity attributable to parent company shareholders		**516.5**	**441.4**
Equity attributable to shareholders without a controlling influence		8.3	0.2
Total equity		**524.8**	**441.6**
Non-current liabilities			
Liabilities to credit institutions	24	177.5	67.5
Deferred tax liability	17	48.9	41.6
Pension provisions	25	25.0	43.6
Other liabilities		6.5	2.4
Total non-current liabilities		**257.9**	**155.0**
Current liabilities			
Liabilities to credit institutions	24	103.2	39.4
Trade accounts payable		75.9	51.9
Advance payments from customers		0.1	0.2
Current tax liabilities		11.6	11.4
Other liabilities		113.6	94.0
Accrued expenses and deferred income	26	170.9	149.9
Total current liabilities		**475.2**	**346.8**
TOTAL EQUITY AND LIABILITIES		**1,257.9**	**943.4**

Consolidated changes in equity

Amount SEK million	Share capital	Other capital contributed	Reserves	Accumulated profit or loss	Total	Holdings without a controlling influence	Total equity
Opening equity 01/01/2014	**22.8**	**70.2**	**–13.0**	**275.5**	**355.5**	**0.1**	**355.6**
Comprehensive income for the period			7.0	20.2	27.2	0.1	27.3
Changes attributable to transactions with the owners							
New share issue	1.8	81.5			83.3		83.3
Dividends				–24.6	–24.6		–24.6
Total transactions with the owners	**1.8**	**81.5**	**0.0**	**–24.6**	**58.7**	**0.0**	**58.7**
Closing equity 31/12/2014	**24.6**	**151.7**	**–6.0**	**271.1**	**441.4**	**0.2**	**441.6**
Opening equity 01/01/2015	**24.6**	**151.7**	**–6.0**	**271.1**	**441.4**	**0.2**	**441.6**
Comprehensive income for the period			–22.3	63.3	41.0	–0.1	40.9
Acquisition of holdings without a controlling influence			0.1	–0.4	–0.3	–0.1	–0.40
The minority's share of the acquired company					–	8.3	8.3
Changes attributable to transactions with the owners							
New share issue	1.2	57.8			59.0		59.0
Dividends				–24.6	–24.6		–24.6
Total transactions with the owners	**1.2**	**57.8**	**0.0**	**–24.6**	**34.5**	**0.0**	**34.5**
Closing equity 31/12/2015	**25.8**	**209.6**	**–28.3**	**309.4**	**516.5**	**8.3**	**524.8**

Consolidated statement of cash flow

Amount SEK million	Note	2015	2014
Cash flow from operating activities			
Operating profit		71.0	48.6
Adjustments for items not included in cash flow			
Depreciation of non-current assets	9–13	32.2	29.3
Capital gains from the disposal of assets		–0.4	–0.9
Other items		–19.2	11.6
Total, items not affecting cash flow		**12.6**	**40.0**
Interest paid		–2.4	–4.5
Interest received		1.3	1.8
Income tax paid		–9.6	–21.3
Cash flow from operating activities before change in working capital		**72.9**	**64.6**
Change in working capital			
Change in inventories		–4.6	4.9
Increase in other current receivables		–0.3	–31.1
Increase (+) decrease (–) in trade accounts payable		–15.1	7.2
Increase (+) decrease (–) in other current liabilities		–11.0	22.6
Cash flow from operating activities		**41.9**	**68.2**
Investing activities			
Acquisition of property plant and equipment		–9.5	–10.1
Acquisition of intangible assets		–4.0	–1.4
Acquisition of operation after deductions for acquired cash and cash equivalents	28	–225.9	17.8
Dividends from associated companies		1.9	1.5
Acquisition of other financial assets		–2.7	–0.9
Sale of other financial assets		0.6	0.2
Cash flow from investing activities		**–239.6**	**7.1**
Financing activities			
Loans raised		249.5	32.0
Amortization of loans		–62.1	–127.3
New share issue		59.1	83.3
Dividends paid to the parent company's shareholders		–24.6	–24.6
Cash flow from financing activities		**221.9**	**–36.6**
Cash flow for the year		**24.2**	**38.7**
Cash and cash equivalent at beginning of year		89.8	49.0
Exchange rate differences in cash and cash equivalents		–5.2	2.1
Cash and cash equivalent at year and		**108.8**	**89.8**

Notes to the consolidated financial statements

Amounts in SEK million unless otherwise indicated

NOTE 1. GENERAL INFORMATION

Rejlers AB (publ) (556349-8426) (the parent company) and its subsidiaries (jointly called the Group) is a Nordic business group that offers services to customers in the areas of buildings and properties, energy, industry and infrastructure.

The parent company is a Swedish public limited company with its registered office in Stockholm. The address of the head office is Box 30233, Lindhagensgatan 126, SE 104 25 Stockholm, SWEDEN. The company's B shares are listed on Nasdaq Stockholm.

The annual report and consolidated financial statements were approved for publication by the Board 06 April 2016. The consolidated income statement and balance sheet and the parent company's income statement and balance sheet are proposed as items for adoption by the AGM on 09 May 2016.

NOTE 2. SUMMARY OF IMPORTANT ACCOUNTING POLICIES

Basis for the preparation of the reports

Rejlers Prepares its consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) as published by the International Accounting Standards Board (IASB) and interpretations from the IFRS Interpretations Committee (IFRS IC) as adopted by the EU. The Swedish Annual Accounts Act is also applied as are the recommendations published by the Swedish Financial Reporting Board, RFR1, Supplementary rules for consolidated financial statements.

The parent company applies the same accounting policies as the Group except as stated under Parent company accounting policies in note A.

New or changed IFRS standards and new interpretations that apply to 2015.

New or changed IFRS standards and new interpretations that came into force during 2015 and which have affected the consolidated financial statements are described below.

Changes/interpretations	To be applied in the financial year beginning:
Improvements to IFRSs in the 2011-2013 cycle	1 January 2015 or later
IFRIC 21 Levies	17 June 2014 or later

Improvements to IFRSs in the 2011-2013 annual improvements cycle contain changes to:

- IFRS 1 First time adoption of IFRSs (meaning of "effective IFRSs")
- IFRS 3 Business combinations (exception for joint ventures)
- IFRS 13 Fair value measurement (item 52, portfolio exception)
- IAS 40 Investment property (clarification of the connection between IFRS 3 and IAS 40 when classifying properties as investment properties or owner occupied properties).

IFRIC 21 provides guidance on when to recognize a liability for a levy imposed by a government or similar body where this liability is covered by IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

The new or changed standards and interpretations have not had any material impact on the consolidated financial statements for 2015.

New and changed standards and interpretations not yet in force

New and changed standards and interpretations published which come into force for the financial year that begins on 01 January 2016 and are not yet applied by the Group. Described below are the new and change standards and interpretations that are considered to have an effect on consolidated financial statements in the period when they are applied for the first time.

IFRS 9 Financial Instruments was published on 24 July 2014 and will replace IAS 39 Financial Instruments: Reporting and measuring.

IFRS 9 contains new principles regarding how financial assets must be classified and measured. Determining the category to which a financial asset is attributable to depends partly on the company's purpose in holding the asset (i.e. the company's business model) and partly by the financial asset's contractual cash flows.

The new standard also introduces new rules for impairment tests for financial assets that will replace the earlier incurred-loss method with a new expected-loss method.

The purpose of the new hedge accounting rules is to reflect a company's risk management in its financial statements. The standard introduces an improved ability to hedge risk components in non-financial items and allows more types of instrument to be included in a hedge relationship. The quantitative requirement for effectiveness no longer remains. IFRS 9 is applicable to the financial year that begins on 1 January 2018 and has not yet been adopted by the EU.

In the management's opinion, application of IFRS 9 may have an effect on reported amounts in the financial statements in respect of consolidated financial assets and liabilities. The management has not yet carried out a detailed analysis of the effects the application of IFRS 9 may have and is currently therefore unable to quantify the effects.

IFRS 15 Revenue from contracts with customers was published 28 May 2014 and will replace IAS 18 Revenue and IAS 11 Construction contracts. IFRS 15 constitutes a model for revenue recognition for almost all revenues arising from contracts with customers, with the exception of leases, financial instruments and insurance contracts. The core principle of IFRS 15 is that an entity will recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Revenue is recognized when the customer gains control of the goods or services. There is substantially more guidance in IFRS 15 for specific areas, and the disclosure requirements are extensive. IFRS 15 is applicable to the financial year that begins on 1 January 2018 or later; earlier application is permissible. The standard has not yet been adopted by the EU. Management has not yet carried out a detailed analysis of the effects the application of IFRS 15 may have and is currently therefore unable to quantify the effects.

IFRS 16 Leases was published on 13 January 2016 and will replace IAS 17 Leases. IFRS 16 introduces a right of use model and means that the lessee must in principle report all leases in the balance sheet; classification into operational and financial leases is therefore not necessary.

Leases that run for 12 months or less or low value leases are excluded. Asset depreciations and interest expenses for the liability are reported in the income statement. The standard includes more extensive disclosure requirements compared to the current standard. IFRS 16 is applicable for the financial year that begins on 1 January 2019; earlier application is permissible on condition that IFRS 15 is applied at the same time. The standard has not yet been adopted by the EU. Management has not yet carried out a detailed analysis of the effects the application of IFRS 16 may have and is currently therefore unable to quantify the effects.

Other new or changed standards and interpretations not considered to have any material impact on the consolidated financial statements for 2015.

Standards	**To be applied in the financial year beginning:**
IFRS 9 Financial Instruments*	1 January 2018 or later
IFRS 14 Regulatory Deferral Accounts**	1 January 2016 or later
IFRS 15 Revenue from Contracts with Customers including changes to IFRS 15: Effective date for IFRS 15*	1 January 2018 or later
IFRS 16 Leases*	1 January 2019 or later
Changes to IAS 1 *("Disclosure Initative")*	1 January 2016 or later
Changes to IAS 16 Property, plant and equipment and IAS 38 Intangible assets *(Clarification of permissible depreciation methods)*	1 January 2016 or later
Changes to IAS 16 Property, plant and equipment and IAS 41 Agriculture *(bearer plants)*	1 January 2016 or later
Changes to IAS 19 Employee benefits *(defined benefits policies: contributions from employees)*	1 February 2015 or later
Changes to IAS 27 Consolidated and separate financial statements *(equity method in separate financial statements)*	1 January 2016 or later
Changes to IFRS 10 Consolidated financial statements and IAS 28 Investments in associates and joint ventures *(sale or contribution of assets between an investor and its associate or joint venture)****	-
Changes to IFRS 10 Consolidated financial statements, IFRS 12 Disclosure of interest in other entities and IAS 28 Investments in associates and joint ventures *(exception from preparation of consolidated financial statements)**	1 January 2016 or later
Changes to IFRS 11 Joint arrangements *(acquisition of an interest in a joint operation)*	1 January 2016 or later
Improvements to IFRSs in the 2010-2012 cycle	1 February 2015 or later
Improvements to IFRSs in the 2012-2014 cycle	1 January 2016 or later

* Not yet approved for application within the EU.

** The EU commission has decided not to begin the approval process for this interim standard but to await the final standard.

*** The effective date has been postponed indefinitely by the IASB; not approved for application within the EU.

Interpretations

The IFRS Interpretations Committee (IFRIC) has not published any new interpretations that have not yet come into force.

Segment reporting

Segment information is presented based on the company management's perspective and the operating segment is identified based on the internal reporting to the company's highest executive decision maker.

Rejlers has identified the Group CEO as being its highest executive decision maker and the internal reporting used by him to follow up operations and make decisions regarding the allocation of resources form the basis for the segment information presented here.

The accounting policies used in reportable segments correspond to the principles applied by the Group as a whole. Because Rejlers operates a technical consultancy and provides IT services, four different operating segments are reported – consulting operations in Sweden, Finland and Norway, and IT services in IT Solutions.

Classifications

Non-current assets and non-current liabilities refer to assets and liabilities that are expected to be recovered i.e. through use or consumption or paid more than 12 months from the closing date. Current assets and liabilities refer to amounts that are expected to be recovered or paid within 12 months of the closing date.

Consolidation principles

Subsidiaries

The consolidated income statement and balance sheet covers all of the companies in which Rejlers AB holds, directly or indirectly, more than half of the shares' voting rights as well as companies in which the Group in some other way has a controlling influence. Subsidiaries are included in the consolidated financial statements as of the day when controlling influence was transferred to the Group. Subsidiaries are excluded from the consolidated financial statements as of the day when controlling influence ceases.

The acquisition method is used for reporting the Group's business combinations. The purchase some for the acquisition of a subsidiary constitutes the fair value of transferred assets and liabilities and the value of the equity instruments submitted as payment. The purchase sum also includes the fair value of all assets or liabilities resulting from an agreement regarding a contingent consideration. Expenses related to acquisitions are expensed as they arise. Identifiable acquired assets and assumed liabilities in a business combination are measured initially at fair value on the acquisition date. For each acquisition, the Group decides whether the holding without a controlling influence in the acquired company will be reported at fair value or as the holding's proportional share of the acquired company's net assets.

The amount by which the purchase sum, any holding without a controlling influence and the fair value on the acquisition date of the earlier shareholding, exceeds the fair value of the Group's share of the identifiable acquired net assets is reported as goodwill. If the difference is negative, it is reported as gains from a bargain purchase directly in the income statement following review of the difference.

Transactions with shareholders without a controlling influence that do not lead to a loss of controlling influence, are reported as equity transactions – i.e. transactions with the owners in their role as owners. When making acquisitions from shareholders without a controlling influence, the difference between the fair value of the purchase sum paid and the actual acquired share of the carrying amount of the subsidiary's net assets is reported in equity. Gains and losses from disposals to shareholders without a controlling influence are also reported in equity.

If the business combination is carried out in several stages, the previous equity participations in the acquired company are re-measured to their fair value at the time of acquisition. Any gains or losses arising from the revaluation are reported in the income statement.

Each contingent consideration that will be transferred by the Group is reported at fair value at the time of acquisition. Subsequent changes to the fair value of a contingent consideration classified as an asset or liability is reported in accordance with IAS 39 either in the income statement or other comprehensive income. Contingent considerations classified as equity are not re-measured and subsequent regulation is reported in equity.

Intra-group transactions, balance sheet items and unrealized gains between group companies are eliminated. Unrealized losses are also eliminated, but any losses are considered to indicate a need to recognize impairment for the transferred asset. The accounting policies in acquired subsidiaries have been changed where applicable to guarantee consistent application of the Group's principles.

Associated companies

Associated companies refers to all of the companies in which the Group has a significant but not controlling interest, which generally applies to all shareholdings that comprise between 20 and 50 per cent of the votes. Holdings in associated companies are reported according to the equity method and measured initially at cost. The Group's carrying amount for associated company holdings includes goodwill identified at acquisition, net after any impairment charges.

The Group's share of profit or loss after tax arising in the associated company after acquisition is reported in the income statement under 'Participations in associated company earnings' and as part of operating profit/loss. The Group's proportion of changes in reserves after acquisition are reported in the item Reserves. Accumulated changes after the acquisition are reported as changes in the carrying amount of the holding. When the Group's share of an associated company's losses amounts to or exceeds its holding in the associated company, including any unsecured claims, the Group does not report further losses unless the Group has assumed liabilities or made payments on behalf of the associated company.

Unrealized gains from transactions between the Group and its associated companies are eliminated in proportion to the Group's shareholding in the associated company. Unrealized losses are also eliminated, unless the transaction constitutes proof of a need to recognize impairment for the transferred asset. The accounting policies in acquired associated companies have been changed where applicable to guarantee consistent application of the Group's principles.

Translation of foreign currencies

Foreign subsidiaries report in their functional currency, which corresponds to the currency in the principal financial environment in which each subsidiary operates.

Transactions in foreign currency are translated to the functional currency according to the foreign exchange rate applicable on the transaction date or the date when the items were re-measured. Exchange rate gains and losses that arise upon payment of such transactions and when converting monetary assets and liabilities in foreign currency at the closing date exchange rate are reported in the income statement.

In the consolidated financial statements, subsidiary company accounts have been translated to Swedish kronor, which is the Group's reporting currency. The translation of foreign subsidiaries' income statements and balance sheets to Swedish currency is carried out as follows:

a) assets and liabilities are translated at the closing day rate,
b) income and expenses are translated to the average exchange rate (unless this average is not a reasonable approximation of the accumulated effects of the exchange rates that applied on the transaction date, in which case income and expenses are converted at the transaction date's exchange rate), and
c) all exchange rate differences that arise are reported as a separate part of other comprehensive income.

On consolidation, exchange-rate differences that arise as a result of the translation of net investments in foreign operations, are reported in other comprehensive income. When a foreign operation is disposed of wholly or in part, the exchange rate differences reported in equity are transferred to the income statement and reported as part of capital gains or losses.

Goodwill and adjustments to fair value that arise in connection with the acquisition of a foreign operation are treated as assets and liabilities at said operation and translated at the closing day rate.

Property, plant and equipment

Buildings and land include office premises that are used in the company's own operation. These and other property, plant and equipment are reported at cost less depreciations. Cost includes expenses directly attributable to the acquisition of the asset.

Additional expenditures are added to the asset's carrying amount or reported as a separate asset as appropriate only if it is probable that the future economic benefits associated with the asset will accrue to the Group and that the asset's cost can be measured in a reliable manner. The carrying amount for the replaced part is removed from the balance sheet. All other forms of repair and maintenance are expensed in the income statement during the period in which they arise.

No depreciations are made for land. Depreciation of the costs or re-measured amounts of other assets down to the calculated residual value over their estimated period of use is done on a straight-line basis as follows:

- Buildings, 50 years
- Vehicles, 5 years
- Fixtures and fittings, 3-5 years

The residual values and useful lives of assets are tested every closing day and adjusted as necessary.

The reported residual value of an asset is immediately written down to its recoverable value if the asset's carrying amount exceeds its recoverable value.

Intangible assets

Goodwill

The amount by which the purchase sum, any holding without a controlling influence and the fair value on the acquisition date of the earlier holding, exceeds the fair value of the identifiable acquired net assets is reported as goodwill. Goodwill from the acquisition of subsidiaries is reported as intangible assets. Goodwill from the acquisition of an associated company is included in the value of the holding in the associated company and is tested for the need to recognize any impairment as a proportion of the value of the total holding. Goodwill is tested annually to identify any need for impairment and is reported at cost less accumulated impairments. Goodwill impairments are not reversed. Gains or losses from the disposal of a unit include the remaining carrying amount of the goodwill in respect of the unit disposed of. Goodwill is allocated to cash-generating units during tests for any need for impairment. Allocation is made to cash-generating units or groups of cash-generating units that are expected to benefit from the business combination that gave rise to the goodwill item.

Customer values

Acquired customer values refers to customer relationships, customer agreements etc. They have a limited useful life and are reported at cost less accumulated depreciations. Depreciations are made on a straight-line basis to distribute the expense of customer values over the estimated useful life (ten years).

Software

Software licenses are capitalized on the basis of the expenses that arose when the software in question was acquired and put into operation. These capitalized expenses are depreciated during the estimated useful life (three to five years).

Capitalized expenditures for program development

Expenditures for the development and maintenance of software are expensed as they arise. Expenditures directly associated with the development of identifiable, unique software products under the control of the Group that have probable financial advantages for more than one year and which exceed the expenses, are reported as intangible assets. The expense includes employee expenses that arose during the development of software and a reasonable proportion of indirect expenses. Interest rate expenditures in connection with development projects are capitalized. Software development expenses are depreciated during the estimated useful life (three to five years).

Impairment tests for non-financial assets

Assets with an indefinable useful life such as goodwill are not depreciated but tested annually for any need for impairment. Assets that are depreciated are assessed in regard to their reduction in value whenever events or changes in circumstances indicate that the carrying amount might not be recoverable. An impairment loss is made in the amount by which the asset's carrying amount exceeds its recovery value. The recovery value is the higher of the asset's fair value less selling expenses and its value in use. When assessing the need to recognize impairment, assets are grouped at the lowest levels where there are separate identifiable cash flows (cash-generating units). Previously depreciated assets, other than financial assets and goodwill, are tested at every closing date for the need for reversal.

Financial assets and liabilities

Financial instruments are measured and reported in the consolidated financial statements in accordance with the rules in IAS 39. Financial instruments reported in the balance sheet include financial assets measured at fair value via the income statement, loan receivables, trade receivables, other non-current receivables, other receivables and other current investments. Liabilities include trade accounts payable, loan liabilities and other liabilities. Cash and cash equivalents comprise cash and bank balances. Financial instruments (which in the subsequent report are not reported at fair value) are initially reported at cost corresponding to the instrument's fair value with additions for transaction expenses for all financial instruments. Reporting then takes place depending on how they are classified according to the below.

A financial asset or liability is shown in the balance sheet when the company becomes party to the instrument's contractual conditions. Trade receivables are entered in the balance sheet as invoices are sent. Payables are recognized when the counterparty has performed and a contractual obligation to pay exists, even if an invoice has not yet been received. Trade accounts payable are entered as invoices are received. A financial asset is removed from the balance sheet when the obligations of the agreement are fulfilled, lapse or the company loses control of them. The same applies to parts of a financial asset. A financial liability is removed from the balance sheet when the obligation in the agreement is fulfilled or is otherwise terminated. The same applies to parts of a financial liability.

The acquisition and disposal of financial assets is entered on the transaction day which is the day upon which the company undertakes to acquire or dispose of the asset.

The fair value of listed financial assets corresponds to the asset's listed purchase price on the closing date. The fair value of unlisted financial assets is determined through the use of measurement techniques e.g. transactions recently carried out, the price of similar instruments and discounted cash flows. At each reporting date, the company evaluates if there are objective indications of a financial asset's being in need of impairment.

IAS 39 classifies financial instruments into categories. Classification depends on the intent behind the acquisition of the financial instrument. Classification is determined on acquisition date but is tested at every reporting date. The categories are as follows:

Loans and trade receivables

Loans and trade receivables are financial assets that are not derivatives, have determined or determinable payments and which are not listed on an active market. They are included in current assets with the exception of items with a maturity later than 12 months after the closing date, which are classified as non-current assets. The Group's loan receivables and trade receivables are made up of trade receivables and other receivables and cash and cash equivalents on the balance sheet. Impairments of trade receivables and other receivables are reported under other external operating expenses and impairments of loan receivables under financial expenses. They are reported at cost as they are current and discounting would not have any appreciable effect.

Financial assets measured at fair value via the income statement

Financial instruments in this category are measured on an ongoing basis at fair value with changes in value recognized in profit or loss.

Available-for-sale financial assets.

Financial assets available for sale include financial assets that are not classified in any other category or financial assets that the company has chosen to classify in this category. Shareholdings and participations not reported as subsidiaries or associated companies are reported here.

Other financial liabilities

Financial liabilities that are not held for trade are measured at accrued cost. Amortized cost is determined based on the effective rate of interest calculated at the time the liability was entered. This means surplus values and deficit values as well as direct emission expenses are distributed over the duration of the liability. The consolidated items comprise borrowing, trade accounts payable and other liabilities.

Inventories

Inventories are reported at cost or net realizable value, whichever is the lower. Cost is determined by using the first-in, first-out method.

Taxes

Tax expenses or tax income comprise current tax and deferred tax. Current tax is the tax that must be paid or received in respect of the current year by applying the tax rates adopted as of the closing date. Deferred tax is calculated in accordance with the balance sheet method. In the balance sheet method, calculations are based on the application of closing date tax rates to the differences between an asset's or liability's book value or tax -related value and loss carry forward. These lost carryforwards may be used to reduce future taxable income. In cases where such loss carry forwards are considered possible, a deferred tax asset is entered for said loss carry forwards.

Tax is reported in the income statement except where it refers to items that are reported in other comprehensive income or directly in equity. In such cases the tax is also reported in other comprehensive income or equity respectively.

The current tax asset is offset against the current tax liability in different units in cases where offset is possible between tax-related profits/losses between corresponding units and the Group intends to make use of such offset opportunities. The corresponding principle applies to deferred tax assets and liabilities.

Remunerations to employees

Pension obligations

The pension arrangements within the Group are classified as defined-contribution and defined-benefit pension plans. Premiums for defined-contribution pension arrangements are expensed during the period they concern. In the case of defined-benefits pension plans, the pension benefit expense is determined based on actuarial calculations according to the Projected Unit Credit Method. Remeasurements, including actuarial gains and losses, the effects of changes to the asset ceiling and rates of return on plan assets (excluding the interest rate component which is reported in the income statement), are reported directly in the balance sheet as an income or expense corresponding to the change for the period in the statement of comprehensive income in the period in which they arise. Remeasurements reported in other comprehensive income effect accumulated profit or loss and are not reclassified to the income statement. Past service costs are expensed in the income statement in the period during which the plan was changed. Net interest is calculated by applying the discount rate at the beginning of the period to the defined-benefits net liability or asset. The defined-benefits expenses are divided into the following categories:

- service costs (including service costs for the current period, service costs for earlier periods and gains and losses in respect of reductions and/or settlements)
- net interest expense on net interest income
- remeasurements

The first two categories are reported in the income statement as personnel expenses (service cost) and net financial income/expense (net interest expense). Gains and losses related to reductions and settlements are reported as service costs from earlier periods. Remeasurements are reported in other comprehensive income.

According to a statement from the Swedish Financial Reporting Board, UFR 10 Accounting for pension plan ITP 2 financed through insurance with Alecta, UFR 10 must be applied until Alecta is able to present basic data for the calculation of defined-benefits pension commitments.
UFR 10 means pension arrangements with Alecta are classified as defined-contribution plans until further notice.

Termination benefits

Termination benefits are paid when an employee is terminated by the Group before normal pensionable age or when an employee accepts voluntary retirement in exchange for such benefits. The Group reports severance pay when it is demonstrably obliged either to terminate the employee according to a detailed, formal, irrevocable plan or to pay compensation upon termination as a result of an offer made to encourage voluntary retirement. Benefits that fall due more than 12 months from the closing date are discounted to present value.

Profit-sharing and bonus plans

The Group reports a liability and an expense for bonuses and profit sharing based on a formula that takes into account the profit that is attributable to the parent company's shareholders following certain adjustments. The Group reports a provision when there is a legal or informal obligation as a result of earlier practice.

Provisions

Provisions are recognized when the Group has an existing legal or informal obligation as a result of prior events where it is probable that an outflow of resources will be required to settle the commitment and the amount was calculated in a reliable manner.

Provisions for restructuring include costs for the termination of leases and severance pay. No provisions are made for future operating losses. If there are a number of similar commitments, the probability of there being an outflow of resources for the settlement of all of the commitments in this group is considered. A provision is reported only if the probability of an outflow in respect of a particular item in this group of commitments is not negligible. The provisions are measured at the present value of the amount anticipated as necessary to settle the commitment. In this regard, a discount rate before tax is used, which reflects a current market assessment of the time value of money and the risks associated with the provision.

The increase in the provision due to the passage of time, is reported as an interest expense.

Revenue recognition

Revenue includes the fair value of what was received or will be received. The company's income consists mainly of revenues from consultancy, operating and administrative services, licence income from proprietary products and maintenance rights and rights of use.

Consultancy income on current account is recognized as revenue when the work is carried out. Work in progress but not yet invoiced on current account is carried in the balance sheet at the invoicing value of work carried out.

For consultancy income at fixed prices, the percentage-of-completion method is applied, i.e. revenue is recognized in relation to the degree of completion of the project concerned as of balance sheet date. Degree of completion is calculated on the basis of accrued expense in relation to the total cost of the project. If the total expenses for a project are estimated to exceed the total income, the anticipated loss is recognized immediately in its entirety. If the final outcome cannot be reliably estimated, income is recognized at a value equivalent to expense. Non-invoiced fixed-price projects in progress are recognized less any loss risks and advance payments, in the balance sheet as accrued income.

Income from operation and administrative services as well as maintenance rights and rights of use are recognized as income on a straight-line basis over the contract period.

Licence income is taken up as income on delivery of software if no material obligations remain after delivery. If significant adaptations remain after delivery, the income is accrued over the contract period with consideration of remaining obligations.

Interest income is reported on an ongoing basis as it is earned at the effective interest rate applicable to each asset. Dividends from investments are reported when entitlement to receive payment is established.

Leasing

Leasing is classified in the consolidated financial statements as either financial or operational leasing. Financial leasing is when the economic risks and benefits associated with ownership are transferred in all material respects to Rejlers; where this is not the case, it is a question of operational leasing.

Leasing contracts mainly concern vehicles, computers and photocopiers. Leasing of assets (vehicles) that constitutes financial leasing is reported as non-current assets and financial liabilities. Depreciation takes place according to the same principles as for other assets of the same type. Operational leasing (computers, photocopiers) is expensed on a straight-line basis over the leasing period. Leased assets are measured at the current residual value.

Dividends

Dividends to the parent company's shareholders are reported as a liability in the consolidated financial statements in the period during which the dividend was approved by the parent company's shareholders.

Borrowing costs

Borrowing costs directly attributable to the acquisition, design or production of assets that take a substantial period of time to prepare for the intended use or sale, are capitalized as part of the cost of the asset where it is probable that the asset will lead to future economic benefits for the Group and the expenditures can be measured reliably. Other borrowing costs are expensed in the period in which they arise and are classified in their entirety as financial expenses in the income statement. Borrowing is classified as current liabilities, unless the Group is entitled to defer payment of the liability for at least 12 months after the balance sheet date.

State subsidies

State subsidies are reported in their entirety in the income statement at fair value as soon as there is a reasonable certainty that the subsidy will be received and that the Group will fulfil the terms associated with the subsidy. Subsidies that concern expenses are accrued and reported in the same periods as the expenses the subsidies are intended to cover.

Rejlers in some cases receives grants for payroll expenses. Where applicable, they have reduced the company's employee expenses.

Statement of cash flows

The statement of cash flows is prepared according to the indirect method. Cash and cash equivalents in the statement of cash flows consist of cash and bank balances as well as current investments with a maturity from the acquisition date of less than three months, which are only exposed to an insignificant risk of changes in value.

Parent Company Accounting Policies

The Parent Company has prepared its financial statements and annual report in accordance with the Swedish Annual Accounts Act and Swedish Financial Accounting Standards Council recommendation RFR 2 Accounting for Legal Entities. See Note A, Accounting policies.

NOTE 3. FINANCIAL RISK FACTORS AND OTHER RISKS

The overall objective of Rejlers' financial operations is to support operational activities by securing financing and loan commitments, as well as efficient cash flow management both locally and centrally, and to deal with the financial risks to which the Group is exposed. Management of Rejlers' financial risk exposure is centralized in the company's financial department. The company has a financial policy set by the Board, which describes the objectives for the financial functions and the distribution of responsibilities within them. This financial policy aims to control and limit the financial risk to which the Group is exposed through the establishment of targets, guidelines and rules for the management of financial risk exposure and cash flow. The following financial risks are considered to be present in Rejlers' operations.

Currency risk

The risk of changes in the value of a currency in relation to other currencies poses a currency risk. Exchange rate risks are limited, since the majority of payments are made in the local currencies of the respective companies. When subsidiaries' balance sheets in local currency are translated to SEK, a difference arises as the translation for the current year is at a different exchange rate than the previous year, and because income statements are translated at a different exchange rate than the balance sheets.

Rejlers' policy is not to hedge translation differences. The Group's policy is to limit currency risk where applicable, if the risk might affect the cash flow within the Group to an appreciable extent. A risk assessment must be carried out in such cases.

Impact on earnings after tax	2015	2014
Exchange rate change EUR/SEK		
+ 10%	1.4	1.0
- 10%	-1.4	-1.0
Exchange rate change NOK/SEK		
+ 10 %	0.3	1.9
- 10 %	-0.3	-1.9

Liquidity risk, i.e. the risk of failing to meet payment obligations. This risk must be limited through good liquidity planning, by which means Rejlers can secure e.g. timely loan commitments. Seasonal reductions in liquidity are offset against changes in the overdraft limit. The Group endeavours to have guaranteed overdrafts and cash and cash equivalents equivalent to the sum of all loans falling due in the next six months.

NOTE 3 CONTINUED

Interest rate risk refers to changes in the value of an interest-bearing item as a consequence of changes in market interest rates.

The investment time horizon of assets is governed by financial policy and the Group's acquisition plans. In the case of acquisitions, the repayment time for loans with fixed interest rates must reflect the calculated depreciation time for the acquisition. Short-term loans are usually arranged at variable interest rates so that the Group will be able to pay them off without expense in the event of surplus liquidity.

Impact on earnings after tax	2015	2014
Interest rate change		
+ 1%	1.3	0.8
- 1%	-1.3	-0.8

Credit risk refers to counterparty risk, the risk of a counterparty failing to meet its obligations. This risk is limited in major business deals by checking, before anything else, the counterparty's ability to pay. Rejlers has considerable customer exposure to government and other public authorities where the credit risk is very low or insignificant. In the case of private-sector clients, an individual assessment of each client's ability to pay is carried out as required. Usually, customers are invoiced monthly, which means exposure an individual customer basis is relatively small. Any funds invested must be in government, municipal, bank or certain selected commercial papers.

The table below analyses the Group's financial liabilities, classified by the time remaining until the contractual due date, as of balance sheet date. The amounts also include estimated interest rates.

2015	less than 1 year	between 1 and 2 years	between 2 and 5 years	More than 5 years
Liabilities to credit institutions	103.2	34.6	142.9	-
Trade accounts payable and other liabilities	189.8	-	-	-

2014	less than 1 year	between 1 and 2 years	between 2 and 5 years	More than 5 years
Liabilities to credit institutions	39.4	31.9	35.6	0
Trade accounts payable and other liabilities	146.1	-	-	-

Managing capital risk

The Group's objective regarding capital structure is to safeguard its ability to continue operations in order to go on generating a return for shareholders and benefits for other stakeholders as well as maintaining an optimum capital structure to keep capital costs down.

To maintain or adjust the capital structure, the Group may change the dividend paid to shareholders, repay capital to shareholders, issue new shares or sell assets to reduce liabilities. In the same way as other companies in the industry, the Group assesses capital based on the equity/assets ratio and debt/equity ratio. The debt/equity ratio is calculated as net liabilities divided by equity. Net liabilities are calculated as the total borrowing (including the items Short-term liabilities to credit institutes and Non-current liabilities to credit institutes in the Group's balance sheet) and pension provisions less cash and cash equivalents.

During 2015, the Group's strategy, which remains unchanged compared to 2014, was to maintain a strong balance sheet with a minimum debt/equity ratio of 30 per cent and a low debt/equity ratio. The equity/assets ratio at year-end 2015 was 42 per cent (47). The debt/equity ratios as of 31 December 2015 and 2014 were as follows:

	2015	2014
Interest-bearing liabilities	280.7	106.9
Total equity	524.8	441.6
Debt/equity ratio, times	**0.5**	**0.2**

Certain special conditions, known as covenants, apply to the Group's borrowing. The covenants which Rejlers must adhere to are an equity/assets ratio that does not exceed 30 per cent and a net debt/ equity ratio that does not exceed 2.75 in relation to EBITDA. The equity/assets ratio for the Group at the end of 2015 was 42 per cent (47) and the net debt/ equity ratio in relation to EBITDA was 1.9 (0.8).

At year-end, the group had SEK 108.8 million (89.8) in cash and cash equivalents.

NOTE 4. IMPORTANT ASSUMPTIONS AND ESTIMATIONS

The Group makes assumptions and estimations about the future. The estimations for accounting purposes that arise will, by definition, rarely match the actual outcome. The assumptions and estimations which involve, should they change, a significant risk for substantial adjustments in carrying amount for assets and liabilities during the next financial year are specified below.

Testing for goodwill impairment

Every year, or more frequently, the Group analyses whether there is any need for goodwill impairment. The recoverable value of cash generating units is determined by calculating their value-in-use. When calculating value-in-use, several assumptions are made regarding future conditions. It is possible that changes to these conditions could have an effect on the carrying amount for goodwill. Note 12 contains a sensitivity analysis, showing the sensitivity of value-in-use to changes in sales and the operating margin.

To assess the future cash flow, Group Management has compiled a forecast based on next year's budget and an assessment of the subsequent four years. An average growth of 3 per cent is used in the calculations. Forecast cash flows were then calculated at present value, with a discount rate of 12 per cent after tax (12), equivalent to 15 per cent (15) before tax.

Had the estimated discount rate after tax applied for discounted cash flows been one percentage point lower, the value-in-use for the Group would have grown by approximately SEK 137 million (105.5).

Revenue recognition

The valuation of projects in progress is done according to the percentage of completion method. Fees for work performed but not invoiced are recorded in the balance sheet as current account assignments as are fixed-price assignments valued at the invoicing price after deduction of any discrepancies between production and the level of completion. Assignments in progress are usually invoiced monthly. The level of completion in fixed price assignments is assessed by allowing the assignment manager to compile an assessment of work completed and work remaining. Revenue is not recognized if there is any uncertainty regarding the value.

Income taxes

The Group is obliged to pay tax in several different countries. Comprehensive assessments are necessary to determine the income tax provision in these countries. There are many transactions and calculations where the final tax is uncertain. In cases where the final tax differs from the amounts first recognized, the differences will have an impact on current and deferred tax assets and liabilities during the period in which such determinations are made.

NOTE 5. SEGMENT INFORMATION

Income statement in summary per segment

	Sweden		Finland		Norway		IT Solutions		Group wide		Elimination		Group	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
External sales	1,094.2	1,047.2	334.7	291.6	297.2	296.5	144.3	70.8	2.0	2.5	–	–	1,872.4	1,708.6
Sales between segments	2.5	10.7	0.4	0.1	0.9	9.0	7.0	0.0	25.1	23.4	-35.9	-43.2	–	–
Other income	2.3	1.5	1.3	1.5	0.4	0.0	0.0	0.0	0.0	-0.1	-0.9	–	3.1	2.9
Total income	**1,099.0**	**1,059.4**	**336.4**	**293.2**	**298.5**	**305.5**	**151.3**	**70.8**	**27.1**	**25.8**	**-36.8**	**-43.2**	**1,875.5**	**1,711.5**
Depreciation	-8.9	-7.9	-7.4	-7.8	-7.5	-8.5	-3.7	-0.7	-4.7	-4.4	–	–	-32.2	-29.3
Other operating expenses	-1,038.7	-991.6	-310.1	-271.2	-287.5	-322.6	-138.3	-54.8	-34.5	-35.7	36.8	43.2	-1,772.3	-1,633.6
Operating profit	**51.4**	**59.9**	**18.9**	**14.2**	**3.5**	**-25.6**	**9.3**	**15.3**	**-12.1**	**-14.3**	**–**	**–**	**71.0**	**48.6**
Investments	142.5	18.7	13.5	1.6	1.9	-26.6	84.6	–	0.3	0.0	–	–	242.8	-6.3

As of 31 December 2015, Rejlers has a new segment, namely IT Solutions. IT Solutions consists partly of operations in the Norwegian subsidiary Rejlers Embriq, partly of operations in the Swedish subsidiaries Rejlers Energitjänster AB, ComIT Rejlers AB, the associated company Mirakelbolaget AB and the operation with energy metering services in Finland.

Segment Sweden comprises mainly technical consultancy services provided by Rejlers Sverige AB.

Segment Finland comprises mainly technical consultancy services provided by Rejlers Oy and Matti Leppä Oy.

Segment Norway comprises mainly technical consultancy services provided by Rejlers Norge AS, Rejlers Consulting AS and Rejlers Elsikkerhet AS.

Group-wide refers to parent company revenue, costs, assets and liabilities.

Eliminations refers to transactions between the segments.

All sales between the segments take place on market terms. The Group's segments are monitored based on operating profit, operating margin and billable hours ratio. The same accounting policies apply to operating segments as to the Group as a whole. Comparative figures for the segment are restated historically.

Information by country

	Sales		Non-current assets	
	2015	2014	2015	2014
Sweden	1,145.4	1,099.5	209.3	74.1
Finland	354.1	308.0	100.6	92.5
Norway	372.9	296.5	70.4	6.5
Russia	–	2.1	–	0.1

External income recognized under the countries above represents income invoiced in the country concerned. Income from transactions with one single customer in one case constitutes 11.2 per cent of total income. Transactions with this customer have taken place in the segments Sweden, Finland and Norway.

NOTE 6. OTHER OPERATING REVENUES

	2015	2014
Income from let premises	0.1	0.2
Capital gains from assets	0.4	0.1
Other operating income	2.6	2.6
Total	**3.1**	**2.9**

NOTE 7. EMPLOYEES

	2015			2014		
	Women	Men	Total	Women	Men	Total
Parent company						
Sweden	3	6	9	5	7	12
Subsidiaries						
Sweden	170	874	1,044	164	830	994
Finland	83	393	476	72	369	441
Norway	28	236	264	32	211	243
Consolidated total	**284**	**1,509**	**1,793**	**273**	**1,417**	**1,690**

Remuneration to the President and CEO

Remuneration to the President is decided by the Board following negotiations with the Chairman of the Board. The retirement age of the President has not been regulated by agreement but complies with applicable legislation. The pension premium for the President amounts to 35 per cent of premium-based salary, however not more than 10 price base amounts. The company and the President are subject to a mutual 12-month period of notice. There is no agreements with regard to severance pay.

Remunerations to other senior executives

The President negotiates and agrees with other senior executives regarding their remuneration in consultation with the Chairman of the Board according to the grandfather principle. The retirement age for other senior executives is 65. The pension premium for other senior executives is a defined-contribution premium. The company and other senior executives are subject to a mutual 6 to 12-month period of notice. There are no agreements with regard to severance pay.

Pay, other remunerations, pensions and social security contributions – 2015

	Pay and other remunerations	Variable remunera-tions	Social Security contributions	Pension contribu-tions
Board and other senior executives	10.8	0.5	3.2	1.7
Other employees	900.4	2.5	109.0	214.1
Total	**912.4**	**3.0**	**112.2**	**215.8**

Pay, other remunerations, pensions and social security contributions – 2014

	Pay and other remunerations	Variable remunera-tions	Social Security contributions	Pension contribu-tions
Board and other senior executives	15.5	0.0	4.2	3.3
Other employees	834.5	1.7	99.1	199.1
Total	**850.0**	**1.7**	**103.3**	**202.4**

Remunerations to the Board

Remunerations to the Board are paid according to AGM resolution. For the period between the 2015 AGM and the 2016 AGM, a Board fee of SEK 340 thousand (340) will be paid to the Chairman of the Board and a fee of SEK 160 thousand (160) to members of the Board who are not employees of the company. In addition, SEK 160 thousand (160) will be paid in remunerations for committee work. With the exception of Peter Rejler, there are no pension agreements or agreements on severance payments for the members of the Board.

Remunerations to the CEO, senior executives – 2015

	Remunera-tions to the CEO	Other senior executives [1]	Executive chairman of the Board
Pay and other benefits	2.8	8.0	–
Variable remunerations	–	0.5	–
Pension contributions	0.5	1.2	–
Social Security contributions	1.0	2.2	–
Total	**4.3**	**11.9**	**–**

Remunerations to the CEO, senior executives and the executive Chairman – 2014

	Remunera-tions to the CEO [2]	Other senior executives	Executive chairman of the Board
Pay and other benefits	5.2	8.2	0.5
Variable remunerations	–	–	–
Pension contributions	1.9	1.3	0.1
Social Security contributions	2.1	1.9	0.2
Total	**9.2**	**11.4**	**0.8**

1) Other senior executives numbered 8 (5) people at the end of 2015.

2) Peter Rejler took up his posts as President and CEO on 01 April 2014. SEK 1.3 million of salaries and remunerations to the President in 2014 were paid to Peter Rejler. The remaining SEK 3.9 million refer to salary and severance pay for the previous President and Group CEO, Eva Nygren. During 2014, Peter Rejler also received remunerations as executive Chairman of the Board. Total remunerations to Peter Rejler amounted to SEK 2.0 million in 2014.

Remunerations to the Board – 2015

Board fees, SEK thousand [1]	Fee	Committee
Ivar Verner, chairman	340	70
Peter Rejler, member	–	–
Thord Wilkne, member	160	–
Lauri Valkonen, member	53	–
Jan Samuelsson, member	160	55
Åsa Söderström Jerring, member	53	–
Helena Nordman–Knutson, member	160	–
Anders Jonsson, member	160	55
Total	**1,086**	**180**

1) The table shows remunerations expensed during the year.

Remunerations to the Board – 2014

Board fees, SEK thousand [1]	Fee	Committee
Ivar Verner, chairman [2]	327	70
Peter Rejler, member [2]	100	23
Thord Wilkne, member	154	–
Lauri Valkonen, member	154	–
Jan Samuelsson, member	154	35
Åsa Söderström Jerring, member	154	18
Helena Nordman–Knutson, member	106	–
Anders Jonsson, member	154	12
Total	**1,303**	**158**

1) The table shows remunerations expensed during the year.

2) During the period 1 January – 1 April, Peter Rejler was chairman and Ivar Verner was vice chairman.

NOTE 8. AUDITORS FEES

	2015	2014
Deloitte		
Remuneration for audit assignment	2.1	1.5
Remuneration for auditing activities in addition to the audit assignment	0.3	0.3
Remuneration for tax consultancy services	–	–
Remuneration for other assignments	1.0	0.4
Other auditors		
Remuneration for audit assignment	0.4	0.2
Remuneration for other assignments	–	0.2
Remuneration for auditing activities in addition to the audit assignment	–	–
Remuneration for tax consultancy services	–	–
Total	**3.8**	**2.6**

Audit assignments refer to the review of the annual accounts, the accounting records and the administration by the Board and President as well as other tasks the company's auditors are required to perform or advise on, or any other assistance resulting from findings made during the review or while carrying out these other assignments. Deloitte has been principal auditor since its election in the 2013 Annual General Meeting.

NOTE 9. CAPITALIZED EXPENDITURES FOR PROGRAM DEVELOPMENT

	2015	2014
Opening cost	5.7	5.7
Translation difference	-1.5	–
Internally developed software for the year	2.9	–
Increase via business acquisitions	16.7	–
Sales/retirements	–	–
Closing accumulated cost	**23.8**	**5.7**
Opening depreciations	-4.4	-3.4
Translation difference	0.0	–
Depreciations for the year	-2.9	-1.0
Sales/retirements	–	–
Closing accumulated depreciations	**-7.3**	**-4.4**
Closing residual value	**16.5**	**1.3**

NOTE 10. SOFTWARE

	2015	2014
Opening cost	26.5	23.6
Translation difference	-1.5	1.1
Purchases	1.4	1.2
Increase via business acquisitions	0.5	2.1
Sales/retirements	-0.2	-1.5
Closing accumulated cost	**26.7**	**26.5**
Opening depreciations	-20.2	-16.0
Translation difference	1.1	-1.4
Sales/retirements	0.3	1.2
Depreciations for the year	-3.7	-4.0
Closing accumulated depreciations	**-22.5**	**-20.2**
Closing residual value	**4.2**	**6.3**

Of which fixtures and fittings financed through financial leasing:

Closing accumulated cost	1.5	1.6
Closing accumulated depreciations	-1.1	-1.1
Closing residual value	**0.4**	**0.5**

NOTE 11. CUSTOMER VALUES

	2015	2014
Opening costs	89.9	67.5
Translation difference	-0.8	1.3
Impairment loss	0	0
Increase via business acquisitions	33.8	21.1
Closing accumulated cost	**122.9**	**89.9**
Opening depreciations	-32.4	-22.5
Translation difference	-2.1	-1.4
Impairment loss	0	0
Depreciations for the year	-9.3	-8.5
Closing accumulated depreciations	**-43.8**	**-32.4**
Closing residual value	**79.1**	**57.5**

The increase in customer values for the year are attributable to the acquisitions of Energy Business Sweden AB, Carunas (Project Monitoring unit), Bråvalla Elteknik (consultancy operation), Embriq AS, Orbion Consulting AB and Sassicon Oy. The fair values of acquired net assets were identified in the acquisition analyses. The remainder of the purchase sums is attributable to acquired separable customer value and goodwill. Customer value is depreciated over a period of 10 years.

NOTE 12. GOODWILL

	2015	2014
Opening cost	265.1	250.6
Translation difference	2.8	4.4
Acquisitions	130.0	10.1
Closing accumulated cost	**397.9**	**265.1**
Impairment losses brought forward	-2.5	-2.0
Impairment losses for the year	0.0	-0.5
Accumulated impairment losses carried forward	**-2.5**	**-2.5**
Closing residual value	**395.4**	**262.6**

Impairment tests for cash-generating units with goodwill

The Group's goodwill has been acquired and is included in the business segments Sweden, Finland, Norway and IT Solutions. These values are tested on an ongoing basis in calculations based on five-year forecasts in which previous experiences of operations and external information sources are taken into account. Testing took place with changes in the variables deemed to be of most importance to operations. These are:

1) Sales growth

Sales growth is based on development forecasts for companies and the industry over the next few years, along with the trend in the hourly rate. Growth of 3 per cent (3) has been assumed for the initial five-year period and perpetual growth of 2 per cent (2) thereafter.

2) Operating margin

The operating margin is affected by the company's expenses, as well as income. These are assumed to rise in line with inflation and a certain increase in real salaries. In calculating value-in-use, an assumed 3 per cent annual increase in expenses was applied.

3) Discount factor (WACC)

The discount factor before tax was calculated to 15 per cent (15) for Rejlers Sverige, 16 per cent (16) for Rejlers Finland, 16 per cent (16) for Rejlers Norge and 16 per cent (-) for IT Solutions. For the Group as a whole, 16 per cent (15). The discount factor after tax was calculated to 12 per cent (12) for Rejlers Sverige, 13 per cent (13) for Rejlers Finland, 12 per cent (12) for Rejlers Norge and 12 per cent (-) for IT Solutions.

NOTE 12 CONTINUED

	Book value		Value in use	
SEK million	**2015**	**2014**	**2015**	**2014**
Rejlers Sweden	220.7	118.4	767.1	791.7
Rejlers Finland	98.4	93.2	217.6	212.7
Rejlers Norway	46.3	51.0	200.6	209.4
IT Solutions	30.0	–	188.3	–
Total	**395.4**	**262.6**	**1,373.6**	**1,213.8**

The table below shows sensitivity two changes of one percentage point in assumed values

	Increase in sales		Operating margin		WACC after tax	
Sensitivity analysis	**2015**	**2014**	**2015**	**2014**	**2015**	**2014**
Rejlers Sweden	3%	3%	8%	8%	12%	12%
Change in value SEK million +/– 1%	+/–23	+/–24	+/–97	+/–91	+/–67	+/–71
Rejlers Finland	3%	3%	8%	8%	13%	13%
Change in value SEK million +/– 1%	+/–7	+/–7	+/–27	+/–26	+/–17	+/–18
Rejlers Norway	3%	3%	8%	8%	12%	12%
Change in value SEK million +/– 1%	+/–6	+/–3	+/–25	+/–22	+/–18	+/–16
IT Solutions	3%	–	8%	–	12%	–
Change in value SEK million +/– 1%	+/–6	–	+/–24	–	+/–16	–

The conclusion of the test is that no need to recognize impairment exists.

NOTE 13. INVENTORIES, TOOLS AND INSTALLATIONS

	2015	2014
Opening cost	108.4	97.6
Translation difference	–8.1	1.7
Purchases	17.1	20.6
Increase via business acquisitions	6.0	6.9
Sales/retirements	–9.8	–18.4
Closing accumulated cost	**113.6**	**108.4**
Opening depreciations	–76.9	–67.1
Translation difference	6.8	–1.5
Sales/retirements	9.0	7.1
Depreciations for the year	–16.3	–15.4
Closing accumulated depreciations	**–77.4**	**–76.9**
Closing residual value	**36.2**	**31.5**

Of which fixtures and fittings financed through financial leasing:		
Closing accumulated cost	21.6	21.2
Closing accumulated depreciations	–11.5	–12.6
Closing residual value	**10.1**	**8.6**

NOTE 14. SUBSIDIARIES AND ASSOCIATED COMPANIES

Subsidiaries

Refer to note N on page 46 for information about the Group's subsidiaries.

Associated companies

	2015	2014
Opening carrying amount	1.3	33.0
Participation in associated company earnings	0.8	0.9
Withdrawal from associated company	–1.9	–1.5
Associated company to subsidiary	–	–31.1
Closing carrying amount	**0.2**	**1.3**

NOTE 14 CONTINUED

	Co. Reg. No.	Registered office	Operations	Share of equity 2015	Share of equity 2014	Group's share of profits for the year 2015	Group's share of profits for the year 2014
Mirakelbolaget AB	556835-4350	Stockholm	Program development	50%	50%	0.3	0.9

Summary of financial information from associated companies

	Income		Profit for the year		Assets		Liabilities	
	2015	2014	2015	2014	2015	2014	2015	2014
Mirakelbolaget AB	8.1	10.6	0.6	1.5	6.2	6.2	2.1	3.2

NOTE 15. FINANCIAL INCOME

	2015	2014
Interest income	0.9	1.6
Exchange-rate gains	6.9	1.6
Other income from financial items	0.3	0.3
Total	**8.1**	**3.5**

NOTE 16. FINANCIAL EXPENSES

	2015	2014
Interest expenses	-2.0	-3.9
Interest expenses, financial leasing	-0.2	-0.3
Exchange-rate losses	-4.9	-2.6
Other financial expenses	-0.2	-0.4
Total	**-7.3**	**-7.2**

NOTE 17. TAX ON PROFIT FOR THE YEAR

	2015	2014
The following items are included in tax expense:		
Tax on profit for the year	16.2	17.9
Deferred tax	4.4	-6.5
Adjustment, previous years	0.0	-0.4
Total	**20.6**	**11.0**
Profit before tax	**71.8**	**44.9**
Tax according to applicable rate 22% (22)	15.8	9.9
Effect of foreign tax rates	-0.6	-1.8
Effect of non-deductible expenses	4.9	3.8
Effect of tax-exempt income	-0.8	-0.8
Effect of changed tax rates	1.5	0.0
Other	-0.2	-0.1
Reported tax	**20.6**	**11.0**

The gross change in regard to deferred taxes is as follows:

	2015	2014
Opening balance	-23.3	-35.3
Translation difference	-0.8	-0.3
Through business combination	23.4	0.7
Recognized in the income statement	-4.4	6.5
Recognized in other comprehensive income.	-3.8	5.1
Deferred taxes, net	**-8.9**	**-23.3**

The change in deferred tax liabilities and receivables is shown below

Deferred tax liabilities	Untaxed reserves	Customer values	Other	Total
As of 01/01/2015	23.4	13.6	4.6	41.6
Reported in the income statement	2.7	-2.5	0.5	0.7
Increase through business combination	0.0	7.2	0.0	7.2
Translation difference	0.0	-0.9	0.3	-0.6
As of 31/12/2015	**26.1**	**17.4**	**5.4**	**48.9**

Deferred tax liabilities	Untaxed reserves	Customer values	Other	Total
As of 01/01/2014	22.5	10.1	3.8	36.4
Reported in the income statement	0.9	-2.0	0.7	-0.4
Increase through business combination	0.0	5.5	0.0	5.5
Translation difference	0.0	0.0	0.1	0.1
As of 31/12/2014	**23.4**	**13.6**	**4.6**	**41.6**

Deferred tax assets	Tax losses	Provisions	Defined benefits pension liabilities	Total
As of 01/01/2015	0.5	12.7	5.1	18.3
Reported in the income statement	-0.5	-3.1	0.0	-3.6
Increase through business acquisition	30.6	0.0	0.0	30.6
Recognized in other comprehensive income	0.0	0.0	-3.8	-3.8
Translation difference	0.0	-1.0	-0.5	-1.5
As of 31/12/2015	**30.6**	**8.6**	**0.8**	**40.0**

Deferred tax assets	Tax losses	Provisions	Defined benefits pension liabilities	Total
As of 01/01/2014	0.0	1.1	0.0	1.1
Reported in the income statement	0.5	5.5	0.0	6.0
Increase through business acquisition	0.0	6.2	0.0	6.2
Recognized in other comprehensive income	0.0	0.0	5.1	5.1
Translation difference	0.0	-0.1	0.0	-0.1
As of 31/12/2014	**0.5**	**12.7**	**5.1**	**18.3**

NOTE 18. EARNINGS PER SHARE

	2015	2014
Profit attributable to the parent company's shareholders	51.2	33.9
Average number of shares	12,346,379	12,200,899
Earnings per share (SEK per share), before dilution	**4.14**	**2.78**
Earnings per share (SEK per share), after dilution	**3.96**	**2.75**

Because there is no options program or equivalent, no dilution affects occur.

NOTE 19. NON-CURRENT SECURITIES HELD AS NON-CURRENT ASSETS

	2015	2014
Opening cost	0.9	0.8
Purchases for the year	2.7	0.1
Sales during the year	-0.1	0.0
Translation difference	-0.3	0.0
Closing accumulated cost	**3.2**	**0.9**

NOTE 20. OTHER NON-CURRENT RECEIVABLES

	2015	2014
Opening cost	2.4	1.4
Increase for the year	3.6	1.3
Decrease for the year	-0.5	-0.2
Translation difference	-0.2	-0.1
Total	**5.3**	**2.4**

NOTE 21. TRADE RECEIVABLES

	2015	2014
Trade receivables	**347.8**	**290.6**
Reserve for doubtful receivables	-3.3	-4.2
Total	**344.5**	**286.4**

Age analysis	2015	2014
Non-overdue receivables	292.0	259.1
Overdue < 30 days	47.1	21.3
Overdue 30–90 days	5.6	3.1
Overdue > 90 days	3.1	7.1
Total	**347.8**	**290.6**

Provisions for doubtful receivables	2015	2014
Provisions at beginning of year	-4.2	-2.7
Translation differences	0.4	0.0
Reserves during the year	4.0	-0.6
Verified losses	-3.5	-0.9
Provisions at year-end	**-3.3**	**-4.2**

The individually assessed receivables where there is a need for impairment refer mainly to a few customers who are in a difficult financial position. It is thought that a proportion of the receivables may be recoverable. There are no provisions for other classes of assets, nor are there any other receivables or payables overdue.

NOTE 22. PREPAID EXPENSES AND ACCRUED INCOME

	2015	2014
Prepaid rent	9.4	9.1
Accrued leasing charges	4.1	0.2
Accrued income	142.9	121.3
Other items	23.5	15.5
Total	**179.9**	**146.1**

NOTE 23. OPERATIONAL LEASING

Operational leasing includes rental agreements in respect of computer equipment, copiers and rent for premises. Future payments fall due according to the below

	2015	2014
Within one year	20.4	19.1
Between one to five years	206.4	162.9
More than 5 years	6.2	9.1
Total	**233.0**	**191.1**

During the period, leasing charges amounting to SEK 13.2 million (14.5) were expensed

NOTE 24. LIABILITIES TO CREDIT INSTITUTIONS

Non-current	2015	2014
Bank loans	171.2	62.2
Financial leasing	6.3	5.3
Total	**177.5**	**67.5**

Current	2015	2014
Bank loans	99.1	35.6
Financial leasing	4.1	3.8
Total	**103.2**	**39.4**

The Group has an overdraft facility with a limit of SEK 50 million (60). The overdraft is entirely unutilized. The company has no liabilities that fall due for payment later than five years.

Financial leasing liabilities include mainly vehicles leased for three years. The company has no liabilities falling due for payment in more than five years

Maturity analysis, liabilities to credit institutions	2015	2014
Within one year	103.2	39.5
1-2 years	31.9	27.4
2–3 years	145.6	17.9
3-4 years	–	16.5
4-5 years	–	1.6

Conditions and repayment plans

	Amount in currency	Reported amount (SEK million)	Interest rate, %	Final payment year
Bank loans SEK	20.8	20.8	2.05	2016
Bank loans SEK	50	50	1.11	2016
Bank loans SEK	85	85	1.28	2018
RCF	114.5	114.5	1.8	2018

During the year, new loans were raised in connection with acquisitions. The following conditions applied to the Group's bank loans:

- The equity/assets ratio may not fall below 30 per cent
- The net debt/equity ratio in relation to EBITDA may not exceed 2.75.

NOTE 25. PENSION OBLIGATIONS

Defined-benefits pension plans

Sweden

For salaried employees in Sweden, the ITP 2 defined-benefit pension commitments for retirement and family pension (alternatively survivor pension) are secured through an insurance policy with Alecta. According to a statement by the Swedish Financial Reporting Board, UFR 3 Classification of ITP plans funded through insurance with Alecta, it is a defined-benefit plan that covers multiple employers. For the 2015 financial year, the company has not had access to information enabling it to account for its proportionate share of the plan's commitments, plan assets and costs, with the result that it has not been possible to recognize the plan as a defined-benefit plan. The ITP 2 pension plan secured through an insurance policy with Alecta is therefore recognized as a defined-contribution plan. Premiums for the defined-benefit retirement and family pension are individually calculated and depend, inter alia, on salary, previously earned pension and expected remaining length of service. Anticipated premiums for the next reporting period for ITP 2 pensions with Alecta amount to SEK 35.4 million (2014). 33.7). The Group's share of total contributions to the plan and the Group's share of the total number of active members in the plan are 0.00064 per cent (0.00096) and 0.00080 per cent (0.00046) respectively. The collective level of consolidation consists of the market value of Alecta's assets as a percentage of the insurance commitments calculated according to Alecta's actuarial methods and assumptions, which are not in agreement with IAS 19. The collective level of consolidation should usually be allowed to vary between 125 and 155 per cent. If Alecta's collective level of consolidation is lower than 125 per cent or higher than 155 per cent, measures must be taken aimed at creating the necessary conditions for the level of consolidation to return to the normal range. In the case of low consolidation, measures could include raising the agreed price of new subscriptions and expanding existing benefits. In the case of high consolidation one measure could be the introduction of premium reductions. At year-end 2015, Alecta's surplus in the form of the collective consolidation level was 158 per cent (143).

Norway

There are defined benefits pension plans for employees engaged before 2007 in Rejlers Consulting AS, Rejlers Elsikkerhet AS and Embriq AS; 35 (33) gainfully employed and 28 (28) retired individuals are covered by the plan. The pension plan provides a defined future pension based on number of years of service and salary level at the time of retirement. Plan assets are managed by an external asset manager.

Finland

There are no defined-benefits pension plans in Finland.

Defined-benefits pension plans in the balance sheet

	2015	2014
Present value of defined-benefits liabilities	-144.8	-153.8
Fair value of plan assets	119.8	110.2
Total	**-25.0**	**-43.6**
Pension provisions	25.0	43.6
Reported in the balance sheet	**25.0**	**43.6**
Change in defined-benefits pension obligation		
Opening balance	-153.8	-
Acquired pension obligations	-15.0	-138.0
Service cost for current year	-4.9	-5.0
Interest expenses	-3.5	-5.6
Actuarial gains and losses resulting from changes in demographic assumptions	-	13.9
Actuarial gains and losses resulting from changes in financial assumptions	16.0	-26.2
Changes in plans	-	4.2
Compensations paid	2.0	2.2
Payroll tax on pension funds paid	0.4	0.7
Translation difference	14.0	-
Total defined-benefits obligations	**-144.8**	**-153.8**
Change in the fair value of plan assets		
Opening balance	110.2	-
Acquired plan assets	12.2	109.4
Charges from the employer	6.4	6.2
Yield from plan assets, excluding interest	2.6	4.6
Actuarial gains and losses	1.2	-6.5
Compensations paid	-2.0	-2.2
Payroll tax on pension funds paid	-0.7	-1.3
Translation difference	-10.1	-
Total defined-benefits obligations	**119.8**	**110.2**

	2015	2014
Allocation of plan assets		
Cash and cash equivalents	8%	9%
Shares	20%	20%
Interest-bearing securities	60%	60%
Properties	12%	11%
Total	**100%**	**100%**
Actuarial assumptions		
Discount rate +1%	27.5	58.0
Future annual pay increase +1%	2.4	26.6

At year-end, the average maturity of the pension plan was 6.9 years (6.5). Pension plan contributions are estimated at SEK 8.2 million (6.4) for the coming year. The defined-benefit pension plans expose the Group to a number of actuarial risks such as investment risk, interest-rate risk, risk relating to life expectancy and risk of pay increases. However, in view of the size of the defined-benefit pension plan, the company deems these risks to be limited. The current value of the defined-benefit pension provision is calculated using a discount rate established on the basis of the rate of interest for corporate bonds in Norway. If the yield on plant assets is lower than this interest rate, there will be a deficit in the plan. At present, the plan has a relatively balanced spread of investments divided into shares and interest-bearing securities. A rise in corporate bond rates would lead to a decrease in the pension obligation. A rise in assumptions on life expectancy would also lead to an increase in pension provisions. As the calculation of pension provisions takes account of future pay increases, an increase in employee salaries leads to an increase in pension provisions.

NOTE 26. ACCRUED EXPENSES AND DEFERRED INCOME

	2015	2014
Accrued pay	95.1	86.3
Accrued Social Security contributions	22.1	16.8
Deferred income	11.3	11.3
Other	42.4	35.5
Total	**170.9**	**149.9**

NOTE 27. PLEDGED ASSETS AND CONTINGENT LIABILITIES

	2015	2014
Overdraft facilities		
Floating charges	64.0	69.7
Liabilities to credit institutions		
Fixtures and fittings with financial leasing	55.4	42.3
Pledged shares	72.3	88.7
Other contingent liabilities		
Rental responsibility	19.6	14.1
Total	**211.3**	**214.8**

NOTE 28. BUSINESS COMBINATIONS

Acquisition 2015	Transaction	Date	Part, trans	Part after	Purchase sum
Energy Business Sweden AB	Shares	10/03/2015	100.0%	100.0%	3.2
Carunas (Project Monitoring unit)	Assets+ liabilities	12/05/2015	–	–	11.2
Automationscenter & Bråvalla Elteknik (consultancy operation)	Assets+ liabilities	22/06/2015	–	–	1.9
Embriq AS	Shares	22/10/2015	90.5%	90.5%	81.6
Orbion Consulting AB	Shares	16/11/2015	100.0%	100.0%	130.9
Sassicon Oy	Shares	31/12/2015	100.0%	100.0%	0.1
Elmil Oy	Shares	31/12/2015	34.0%	100.0%	0.4
Total					**229.3**

Acquisition 2014	Transaction	Date	Part, trans	Part after	Purchase sum
Rejlers Consulting AS	Shares	07/01/2014	51%	100%	31.9
Sonika AB	Shares	01/10/2014	100%	100%	10.5
Total					**42.4**

The acquired businesses' contributions to sales and earnings

	2015	2014
Contribution to sales in accounts for the year	103.8	97.4
Contributions to sales where the business was owned for the full year	332.9	102.5
Contribution to operating profit in accounts for the year	1.7	-1.8
Contributions to operating profit where the business was owned for the full year	0.8	0.3

Total net assets of the acquired businesses at the time of acquisition

	Embriq	Orbion	Other	2015	2014
Non-current assets	19.6	0.0	2.4	22.0	15.8
Current assets	93.5	40.1	8.4	142.0	40.4
Cash and cash equivalents	9.1	-8.6	1.9	2.4	61.5
Other current liabilities	-10.6	0.0	0.0	-10.6	-34.1
Non-current liabilities	-65.9	-21.3	-8.8	-96.0	-30.5
Net identifiable assets and liabilities	**45.7**	**10.2**	**3.9**	**59.8**	**53.1**

Goodwill	31.9	100.3	10.9	143.1	6.7
Customer values	5.3	26.2	2.4	33.9	21.1
Deferred tax on intangible assets	-1.3	-5.8	-0.4	-7.5	-5.5
Part acquired earlier	–	–	–	–	-33.0
Total	**81.6**	**130.9**	**16.8**	**229.3**	**42.4**

Purchase sum					
Less:					
Cash and cash equivalents in acquired businesses	-9.1	8.6	-1.9	-2.4	-61.5
Non--settled purchase sum	–	–	-1.0	-1.0	-
Decrease in cash and cash equivalents (+), increase (–)	**72.5**	**139.5**	**13.9**	**225.9**	**-19.1**

Surplus values are identified on acquisition. Surplus values are divided into customer value and goodwill. During 2015, surplus values were divided into a customer value of SEK 33.9 million (21.1) and goodwill of SEK 143.1 million (6.7). The goodwill value, which is not tax-deductible, includes the technical skills of staff, acquired customer relationships that are not separable and synergies. Otherwise, the fair value of the assets and liabilities at the time of acquisition corresponds to the carrying amount in the acquired companies. There are no uncertain receivables among the acquired assets. Acquisition related costs were expensed as other external expenses when they were incurred. In all, these amounts total SEK 2.1 million (0.3).

NOTE 29. FINANCIAL INSTRUMENTS PER CATEGORY

Fair value and carrying value are reported in the balance sheet below:

2015	Financial assets measured at fair value via the income statement	Loan and trade receivables	Other financial liabilities	Total carrying amount	Total fair value
Financial investments	3.2	–	–	3.2	3.2
Non-current receivables	–	5.3	–	5.3	5.3
Trade receivables	–	344.5	–	344.5	344.5
Other current receivables	–	38.2	–	38.2	38.2
Cash and cash equivalents	–	108.8	–	108.8	108.8
Total	**3.2**	**496.8**	**–**	**500.0**	**500.0**
Non-current interest-bearing liabilities	–	–	177.5	177.5	177.5
Current interest-bearing liabilities	–	–	103.2	103.2	103.2
Other current liabilities	–	–	125.2	125.2	125.2
Trade accounts payable	–	–	75.9	75.9	75.9
Total	**–**	**–**	**481.8**	**481.8**	**481.8**

2014	Financial assets measured at fair value via the income statement	Loan and trade receivables	Other financial liabilities	Total carrying amount	Total fair value
Financial investments	0.9	–	–	0.9	0.9
Non-current receivables	–	2.4	–	2.4	2.4
Trade receivables	–	286.4	–	286.4	286.4
Other current receivables	–	37.2	–	37.2	37.2
Cash and cash equivalents	–	89.8	–	89.8	89.8
Total	**0.9**	**415.8**	**–**	**416.7**	**416.7**
Non-current interest-bearing liabilities	–	–	67.5	67.5	67.5
Current interest-bearing liabilities	–	–	39.4	39.4	39.4
Other current liabilities	–	–	105.6	105.6	105.6
Trade accounts payable	–	–	51.9	51.9	51.9
Total	**–**	**–**	**264.4**	**264.4**	**264.4**

Financial investments measured at fair value via the income statement are measured at fair value according to level one (fair value determined on the basis of prices quoted on an active market for the same instrument). A calculation of fair value based on discounted future cash flows, where a discount rate reflecting the counterparty's credit risk constitutes the most material input data, is not deemed to cause a material difference in comparison with the carrying amount of financial assets and financial liabilities included in level two. The carrying amount for all financial assets and liabilities is therefore considered to be a good approximation of the fair value.

NOTE 30. RELATED PARTY TRANSACTIONS

Rejlers has identified the Rejler family with 57 per cent of the votes and associated companies as related parties. Purchases and sales between group companies and related parties take place on market terms.

Summary of related party transactions

	Sales to related parties		Receivables from related parties	
	2015	**2014**	**2015**	**2014**
Associated companies	0.1	0.4	0.4	0.0
Rejler family	–	–	–	–

Remuneration to the Group CEO

Peter Rejler is Group CEO. The level of remuneration to the Group CEO follows guidelines regarding remunerations on market terms to senior executives. Decisions regarding the level of remuneration are taken by the Board excluding Peter Rejler. See also note 7.

NOTE 31. EVENTS AFTER THE END OF THE YEAR

Notice was given to 125 employees in Sweden in the beginning of 2016. The reason for the notice is a reduction in demand in certain parts of industry noted over a considerable period by Rejlers Sweden. The nuclear power industry's rapid slowdown, cost-cutting programs in the mining industry and severe price pressure within the manufacturing industry are all factors that have affected Rejlers Sweden negatively. With the aid of the action plan, the company endeavours to improve profitability. The notice concerns mainly employees within the Technology business area.

Income Statement – Parent Company

Amount SEK million	Note	2015	2014
Operating revenues			
Net sales	B.C	25.1	23.8
Total operating income		**25.1**	**23.8**
Operating expenses			
Other external expenses	C.D	–19.9	–14.3
Personnel expenses	E	–15.5	–19.7
Depreciations and impairments of property, plant and equipment and intangible assets	K.L	–1.1	–1.0
Operating loss		**–11.4**	**–11.2**
Profit/loss from financial items			
Profit-sharing, Group companies	F	37.7	69.9
Other interest income and similar profit/loss items	G	8.0	1.6
Interest expenses and similar profit/loss items	H	–6.0	–5.0
Profit after financial items		**28.3**	**55.3**
Appropriations	I	0.1	–11.2
Tax on profit for the year	J	–5.6	–9.3
PROFIT FOR THE YEAR		**22.8**	**34.8**

Statement of comprehensive income – Parent company

Amount SEK million	2015	2014
Profit for the year	22.8	34.8
Comprehensive income for the year	**22.8**	**34.8**

Balance Sheet – Parent Company

Amount SEK million	Note	2015	2014
ASSETS			
NON-CURRENT ASSETS			
Intangible assets			
Capitalized expenditures for program development	K	0.4	1.2
Total intangible assets		**0.4**	**1.2**
Property, plant and equipment			
Inventories, tools and installations	L	0.6	0.6
Total property, plant and equipment		**0.6**	**0.6**
Financial assets			
Participations in associated companies	M	0.0	0.7
Participations in Group companies	N	385.2	301.6
Receivables from Group companies		9.2	–
Other non-current receivables		1.6	1.4
Total financial assets		**396.0**	**303.7**
Total assets		**397.0**	**305.5**
CURRENT ASSETS			
Current receivables			
Receivables from Group companies		191.6	68.3
Other receivables		4.7	4.1
Prepaid expenses and accrued income	O	1.0	1.2
Total current receivables		**197.3**	**73.6**
Cash and cash equivalents		36.5	13.9
Total current assets		**233.8**	**87.5**
TOTAL ASSETS		**630.8**	**393.0**

Amount SEK million	Note	2015	2014
EQUITY			
Restricted equity			
Share capital		25.8	24.6
Statutory reserve		29.6	29.6
Total restricted equity		**55.4**	**54.2**
Non-restricted equity			
Accumulated profit or loss		–11.1	–21.2
Share premium account		182.0	124.2
Profit for the year		22.8	34.7
Total non-restricted equity		**193.7**	**137.7**
Total equity		**249.1**	**191.9**
Untaxed reserves	P	30.8	30.9
LIABILITIES			
Non-current liabilities			
Liabilities to credit institutions		171.2	41.4
Other non-current liabilities		1.6	1.4
Total non-current liabilities		**172.8**	**42.8**
Current liabilities			
Trade accounts payable		2.2	2.8
Liabilities with Group companies		70.1	86.9
Liabilities to credit institutions		99.1	28.7
Other liabilities		0.2	0.5
Current tax liabilities		3.7	4.0
Accrued expenses and deferred income	Q	2.8	4.6
Total current liabilities		**178.1**	**127.5**
TOTAL EQUITY AND LIABILITIES		**630.8**	**393.0**
MEMORANDUM ITEMS			
Pledged assets and contingent liabilities		None	None

Changes in equity – Parent company

	Restricted equity		Non-restricted equity		
	Share capital	Statutory reserve	Share premium account	Accumulated profit or loss	Total equity
Opening balance 01/01/2014	**22.8**	**29.6**	**42.7**	**3.3**	**98.4**
Profit for the year	–	–	–	34.8	**34.8**
Transactions with shareholders					
Dividend in respect of 2013	–	–	–	–24.6	**–24.6**
New share issue	1.8	–	81.5	–	**83.3**
Closing balance 31/12/2014	**24.6**	**29.6**	**124.2**	**13.5**	**191.9**
Opening balance 01/01/2015	**24.6**	**29.6**	**124.2**	**13.5**	**191.9**
Profit for the year	–	–	–	22.8	**22.8**
Transactions with shareholders					
Dividend in respect of 2014	–	–	–	–24.6	**–24.6**
New share issue	1.2	–	57.8	–	**59.0**
Closing balance 31/12/2015	**25.8**	**29.6**	**182.0**	**11.7**	**249.1**

Cash flow – Parent company

Amount SEK million	Note	2015	2014
Cash flow from operating activities			
Operating loss		–11.4	–11.2
Adjustment for items not included in cash flow			
Depreciation of non-current assets		1.1	1.0
Total, items not affecting cash flow		**1.1**	**1.0**
Dividends from Group companies		4.1	2.8
Interest received		0.9	0.3
Interest paid		–1.9	–3.1
Income tax paid		–6.0	–3.4
Cash flow from operating activities before change in working capital		**–13.2**	**–13.6**
Change in working capital			
Increase/decrease in current receivables		–133.0	–21.3
Increase/decrease in accounts payable		–0.6	–0.1
Increase/decrease in other current liabilities		–17.2	52.0
Cash flow from operating activities		**–164.0**	**17.0**
Investing activities			
Acquisition of subsidiary		–83.5	–40.0
Withdrawal from associated company		0.6	1.5
Acquisition of tangible assets		–0.3	0.0
Cash flow from investing activities		**–83.2**	**–38.5**
Financing activities			
New share issue		59.1	83.3
Loans raised		249.5	32.0
Amortizations		–49.2	–122.7
Group contributions received		35.0	67.0
Dividend paid		–24.6	–24.6
Cash flow from financing activities		**269.8**	**35.0**
Cash flow for the year		**22.6**	**13.5**
Cash and cash equivalent at beginning of year		13.9	0.5
Exchange rate differences in cash and cash equivalents		0.0	–0.1
Cash and cash equivalent at year and		36.5	13.9

Notes – Parent company

Amounts in SEK million unless otherwise indicated

NOTE A. ACCOUNTING POLICIES

Additional information

These accounting policies apply to the parent company, Rejlers AB. The parent company prepares its annual accounts in compliance with the Swedish Annual Accounts Act and RFR2 Reporting for Legal Entities. The differences in relation to IFRS that this entails are reported here.

Taxes

Untaxed reserves including deferred tax liability are reported in the parent company. Untaxed reserves are split into deferred tax and equity in the consolidated financial statements.

Group contributions received from subsidiaries are reported as financial income. Group contributions rendered from the parent company to subsidiaries are reported as an increase in participations in Group companies. Group contributions received by subsidiaries from parent companies are reported in the subsidiary in equity. Group contributions rendered by the subsidiary to the parent company are reported in equity.

Non-current securities held as non-current assets

Non-current securities held as non-current assets are reported at cost.

Participations in associated companies

Participations in associated companies are reported at cost.

Financial guarantees

The parent company applies RFR 2 when reporting financial guarantees, which is less stringent than IAS 39 in regard to financial guarantee agreements made out in favour of subsidiaries and associated companies.

NOTE B. INCOME

	2015	2014
Accrued fees	25.1	23.8
Other revenue attributable to consultancy activities	–	0.0
Total	**25.1**	**23.8**

NOTE C. PURCHASES AND SALES BETWEEN GROUP COMPANIES

	2015	2014
Purchases (as a % of Other external expenses)	15	21
Sales (as a % of Total operating income)	100	99

NOTE D. AUDITORS FEES

	2015	2014
Remuneration for audit assignment	0.4	0.3
Remuneration for auditing activities in addition to the audit assignment	0.1	0.2
Remuneration for tax consultancy services	–	–
Remuneration for other assignments	0.8	0.2
Total	**1.3**	**0.7**

NOTE E. EMPLOYEES

	2015			2014		
	Women	Men	Total	Women	Men	Total
Average number of employees	3	6	9	5	7	12

Pay, other remunerations, pensions and social security contributions, 2015

	Pay and other remune-rations	Variable remune-rations	Social Security contributions	Pension contribu-tions
Board and CEO	4.0	–	1.3	0.5
Other employees	5.4	–	0.5	2.7
Total	**9.4**	**–**	**1.8**	**3.2**

Pay, other remunerations, pensions and social security contributions, 2014

	Pay and other remune-rations	Variable remune-rations	Social Security contributions	Pension contribu-tions
Board and CEO	7.2	–	2.0	2.0
Other employees	4.1	–	0.8	2.5
Total	**11.3**	**–**	**2.8**	**4.5**

NOTE F. PROFIT-SHARING, GROUP COMPANIES

	2015	2014
Dividend from subsidiaries	2.7	2.9
Group contributions	35.0	67.0
Total	**37.7**	**69.9**

NOTE G. OTHER INTEREST INCOME AND SIMILAR PROFIT/ LOSS ITEMS

	2015	2014
Exchange-rate gains	5.8	1.3
Dividends from associated companies	1.3	-
Interest income, external	0.4	0.3
Interest income, internal	0.5	0.0
Total	**8.0**	**1.6**

NOTE H. INTEREST EXPENSES AND SIMILAR PROFIT/LOSS ITEMS

	2015	2014
Exchange-rate losses	-4.1	-1.9
Interest expense, external	-1.5	-2.8
Interest expense, internal	-0.4	-0.3
Total	**-6.0**	**-5.0**

NOTE I. APPROPRIATIONS

	2015	2014
Tax allocation reserve for the year	-6.0	-14.0
Tax allocation reserve reversal for the year	6.2	2.8
Change to accelerated depreciation for the year	-0.1	0.0
Total	**0.1**	**-11.2**

NOTE J. TAX ON PROFIT FOR THE YEAR

	2015	2014
The following items are included in tax expense:		
Tax on profit for the year	-5.6	-9.3
Total	**-5.6**	**-9.3**
Profit before tax	**28.3**	**44.1**
Tax according to applicable rate 22% (22)	-6.2	-9.7
Tax effect of:		
Expenses, non-deductible	-0.2	-0.2
Income not liable to tax	0.8	0.6
Reported tax	**-5.6**	**-9.3**

NOTE K. CAPITALIZED EXPENDITURES FOR PROGRAM DEVELOPMENT

	2015	2014
Opening cost	3.9	3.9
Closing accumulated cost	**3.9**	**3.9**
Opening depreciations	-2.7	-1.9
Depreciations for the year	-0.8	-0.8
Closing accumulated depreciations	**-3.5**	**-2.7**
Closing residual value	**0.4**	**1.2**

NOTE L. INVENTORIES, TOOLS AND INSTALLATIONS

	2015	2014
Opening cost	0.9	0.9
Purchases	0.3	0.0
Closing accumulated cost	**1.2**	**0.9**
Opening depreciations	-0.3	-0.1
Depreciations for the year	-0.3	-0.2
Closing accumulated depreciations	**-0.6**	**-0.3**
Closing residual value	**0.6**	**0.6**

NOTE M. PARTICIPATIONS IN ASSOCIATED COMPANIES

				Share of equity		Book value	
	Co. Reg. No.	Registered office	Operations	2015	2014	2015	2014
Mirakelbolaget AB	556835-4350	Stockholm	Program development	50%	50%	0.0	0.7

NOTE N. PARTICIPATIONS IN GROUP COMPANIES

	Book value	
	2015	2014
Sweden (registered office Stockholm)		
Rejlers Sverige AB	100.7	100.7
Råbe Industrikonsult i Örnsköldsvik AB	0.4	0.4
Råbe Industrikonsult i Göteborg AB	0.3	0.3
Finland		
Rejlers Finland Oy	44.4	44.4
Norway		
Rejlers Norge AS	88.7	88.7
Rejlers Consulting AS	67.1	67.1
Embriq AS	83.6	–
Total	**385.2**	**301.6**

All of the companies in the table above are wholly owned by Rejlers AB.

NOTE O. PREPAID EXPENSES AND ACCRUED INCOME

	2015	2014
Prepaid rent	–	0.1
Accrued income	0.5	0.8
Other	0.5	0.3
Total	**1.0**	**1.2**

NOTE P. UNTAXED RESERVES

	2015	2014
Tax allocation reserve 10	–	6.2
Tax allocation reserve 12	1.3	1.3
Tax allocation reserve 13	4.5	4.5
Tax allocation reserve 14	4.4	4.4
Tax allocation reserve 15	14.0	14.0
Tax allocation reserve 16	6.0	–
Accelerated depreciations	0.6	0.5
Total	**30.8**	**30.9**

NOTE Q. ACCRUED EXPENSES AND DEFERRED INCOME

	2015	2014
Accrued pay	0.7	2.5
Accrued Social Security contributions	1.3	0.9
Other	0.8	1.2
Total	**2.8**	**4.6**

Assurance

The Board of Directors and Chief Executive Officer certify that the consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU and fairly represent the Group's position and performance. The annual accounts have been prepared in accordance with good accounting practice and fairly present the parent company's position and performance.

The administration reports for the Group and parent company provide a fair view of the Group's and the parent company's operations, position and performance and describes the significant risks and uncertainties to which the parent company and Group companies are exposed.

Stockholm 06 April 2016 Rejlers AB (publ)

Ivar Verner
Chairman

Anders Jonsson
Board member

Helena Nordman–Knutson
Board member

Jan Samuelsson
Board member

Thord Wilkne
Board member

Björn Lauber
Employee representative

Sten Pettersson
Employee representative

Peter Rejler
CEO, Group President and Board member

Our audit report was issued on 07 April 2016
Deloitte AB

Birgitta Lööf
Authorized Public Accountant,

Auditor's report

To the Annual General Meeting of Rejlers AB (publ), co. reg. no. 556349-8426.

Report on the annual accounts and consolidated financial statements

We have carried out our audit of the annual report and consolidated financial statements for Rejlers AB (publ) for the financial year 01/01/2015 – 31/12/2015 with the exception of the corporate governance report on pages 9-12. The annual report and consolidated financial statements of the company are included in the printed version of this document on pages 5-47.

The Board of Directors and the Chief Executive Officer are responsible for the annual accounts and consolidated financial statements.

The Board of Directors and the Chief Executive Officer are responsible for preparing annual accounts that provide a fair presentation in accordance with the Swedish Annual Accounts Act and consolidated financial statements that provide a fair presentation in accordance with the Swedish Annual Accounts Act and International Financial Reporting Standards as adopted by the EU, and for such internal control as the Board of Directors and Chief Executive Officer consider necessary for the preparation of annual accounts and consolidated financial statements that do not contain material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to comment on the annual accounts and the consolidated financial statements based on our audit. We have conducted the audit in accordance with International Standards on Auditing and auditing standards generally accepted in Sweden. These standards require us to comply with professional ethical requirements and to plan and perform the audit to obtain reasonable assurance that the annual report and consolidated financial statements do not contain material misstatements.

An audit entails various procedures for obtaining audit evidence about amounts and other information in the annual report and consolidated financial statements. The auditor selects which procedures will be performed including assessment of the risk of material misstatement in the annual accounts and consolidated financial statements, whether due to fraud or error. In making such risk assessments, the auditor considers internal controls relevant to the company's method of preparation and fair presentation of the annual accounts and consolidated financial statements in order to draw up audit procedures appropriate to the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal controls. An audit also includes an evaluation of the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Board of Directors and the Chief Executive Officer, as well as an evaluation of the overall presentation of the annual accounts and consolidated financial statements.

We believe that the audit evidence I have obtained is sufficient and appropriate as a basis for our opinions.

Opinion

In our opinion the annual accounts have been prepared in accordance with the Swedish Annual Accounts Act and in all material respects fairly present the parent company's financial position as of 31 December 2015 and its financial performance and cash flows for the year in accordance with the Swedish Annual Accounts Act. The consolidated financial statements have been prepared in accordance with the Swedish Annual Accounts Act and in all material respects fairly present the Group's financial position as of 31 December 2015 and its financial performance and cash flows for the year in accordance with International Financial Reporting Standards as adopted by the EU and the Swedish Annual Accounts Act. Our opinions do not include the corporate governance report on pages 9-12.

The administration report is consistent with the other sections of the annual accounts and the consolidated accounts.

We therefore recommend that the AGM adopt the income statement and balance sheet for the parent company and the Group.

Report on other legal and regulatory requirements

In addition to our audit of the annual report and consolidated financial statements, we have also examined the proposed allocation of the company's profit or loss and the administration of the Board of Directors and Chief Executive Officer of Rejlers AB (publ) for the financial year 01/01/2015–31/12/2015. We have also carried out a statutory review of the corporate governance report.

Responsibilities of the Board of Directors and the Chief Executive Officer

The Board of Directors is responsible for the proposal for allocating the company's profit or loss, and it is the Board of Directors and Chief Executive Officer who bear the responsibility for administration according to the Swedish Companies Act and that the corporate governance report on pages 9-12 is prepared in accordance with the Swedish Annual Accounts Act.

Auditor's responsibility

Our responsibility is to express an opinion with reasonable assurance regarding the proposed allocation of the company's profit or loss and the administration based on our audit. We have conducted the audit in accordance with auditing standards generally accepted in Sweden.

As a basis for our opinion on the Board of Directors' proposed allocation of the company's profit or loss, we examined the Board of Directors' reasoned statement and a selection of its supporting information in order to assess whether the proposal is in accordance with the Swedish Companies Act.

As a basis for our opinion concerning discharge from liability, in addition to our audit of the annual accounts and consolidated financial statements, we examined significant decisions, actions taken and circumstances of the company in order to be able to determine the liability, if any, to the company of any Board member or the Chief Executive Officer. We also examined whether any Board member or the Chief Executive Officer has, in any other way, acted in contravention of the Companies Act, the Annual Accounts Act or the articles of association.

We believe that the audit evidence we have obtained is sufficient and appropriate as a basis for our opinions.

We have read the corporate governance report and, based on this and our knowledge of the company and the Group, I believe that I have sufficient grounds for my opinion. This means that our statutory review of the corporate governance report has a different approach and is substantially less in scope than an audit conducted in accordance with International Standards on Auditing and good accounting practice in Sweden.

Opinion

We recommend to the AGM that the profit be allocated in accordance with the proposal in the administration report and that the members of the Board of Directors and the Chief Executive Officer be discharged from liability for the financial year.

The corporate governance report has been prepared and its statutory content is consistent with the annual accounts and the consolidated accounts.

Stockholm 07 April 2016, Deloitte AB
Birgitta Lööf, Authorized Public Accountant

Definitions

Number of full-time employees
Attendance and absence (excluding long-term absence) divided by normal hours.

Return on equity
Profit after tax in relation to average equity.

Return on capital employed
Earnings after the net financial income/expense plus financial expenses in relation to average capital employed.

Disposable funds
Cash and cash equivalents plus overdraft facilities and unutilized part of RCF

Billable hours ratio
Billable time in relation to total attendance time

Equity per share
Equity divided by the number of shares

Quick ratio
Current assets divided by current liabilities

Net indebtedness
Interest-bearing liabilities less cash and cash equivalents

Sales per full-time employee
Revenue per full-time employee

Earnings per share, SEK
Earnings after tax divided by the number of shares.

Interest coverage ratio
Earnings after net financial income/expense plus financial expenses in relation to financial expenses

Operating margin
Operating profit/loss after depreciations in relation to income.

Operating profit/loss per full-time employee
Operating profit/loss excluding items affecting comparability per average number of full-time employees.

Debt/equity ratio
Interest-bearing liabilities in relation to equity.

Equity/assets ratio
Adjusted equity in relation to total assets.

Profit margin
Earnings after financial income and expenses in relation to income.

AGM Information

The Annual General Meeting of Rejlers AB (publ) will be held on 09 May 2016 at 17:00 at the Lindhagen Conference Centre, Lindhagensgatan 126 in Stockholm.

Registration

Shareholders registered in the shareholders' ledger administered by Euroclear Sweden AB on den 02 May 2016 have the right to participate. Those intending to participate in the AGM must register no later than Monday 2 May 2016, either by telephone on + 46 73-440 41 63, or by email to arsstamman@rejlers.se or in writing addressed to

Annual General Meeting
Rejlers AB (publ)
Box 30233
SE 104 25 Stockholm, SWEDEN

Upon registration, shareholders must provide their name, personal ID number/company registration number, address and telephone number along with the number of shares represented.

Notice to attend the AGM is posted on the Rejlers website at www.rejlers.com/se and published in newspapers in the manner prescribed by the articles of association.

Shares registered with nominees

Shareholders with shares registered to nominees ("on behalf of the owner") must register the shares temporarily in their own name before 02 May 2016 to gain the right to participate in the AGM. Shareholders must inform nominees of this in good time before 02 May 2016.

Proxies for agents

Shareholders represented by agents must complete proxies for their agents. Proxies should be sent to the company at the above address in good time before the AGM. If a proxy is issued by a legal entity, a certified copy of the registration certificate for the legal entity must be attached.

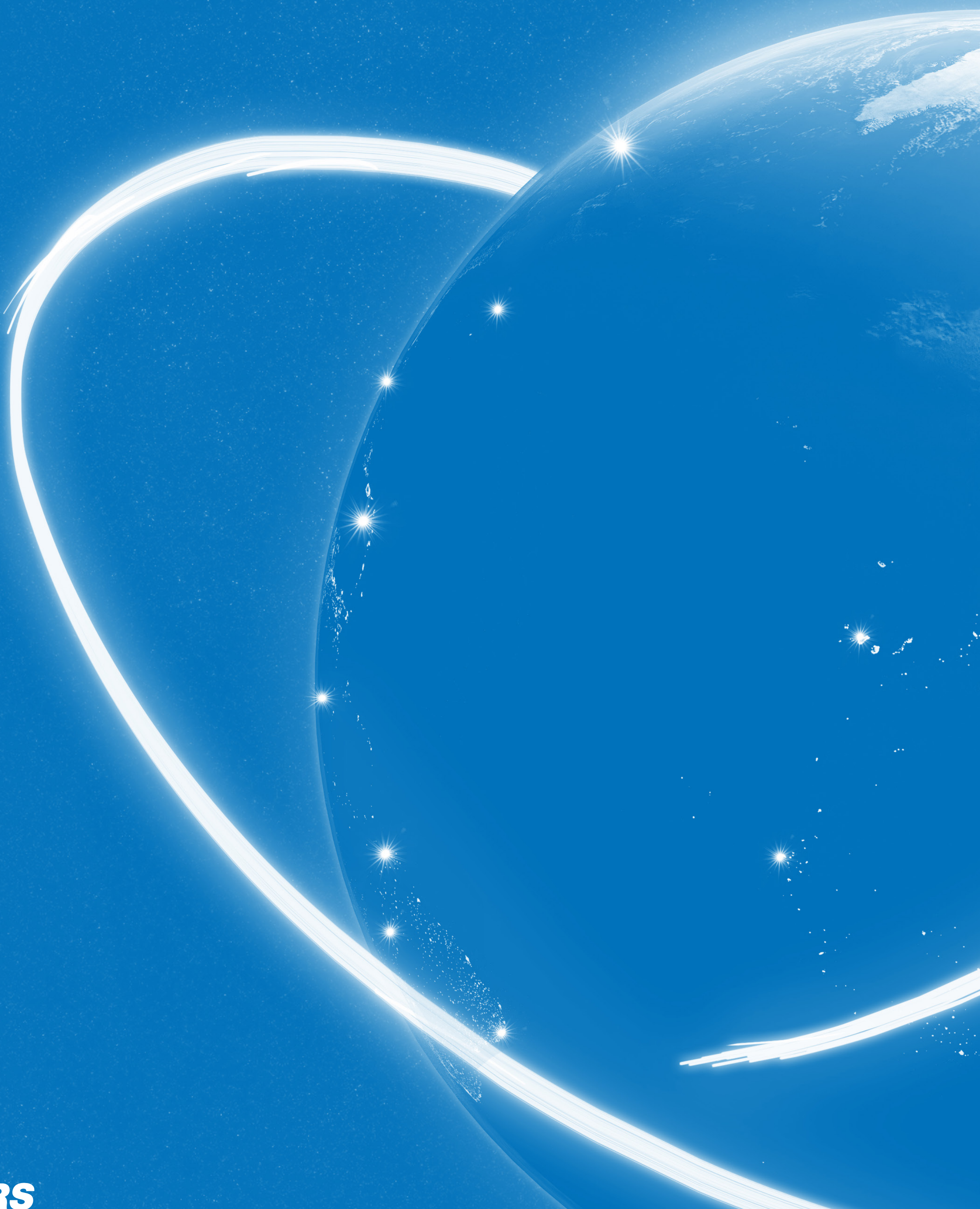
Agenda

The AGM must address matters as prescribed by law and the company's articles of association as well as additional matters described in the notice to attend.

Dividends

The Board of Directors proposes that a dividend of SEK 2.00 per share be paid to the shareholders. Wednesday 11 May 2016 is proposed as the day of record for the dividend, and Monday 16 May 2016 as the date for payment.

Photo, Board and management: Klas Wiréhn.
Form and production: Narva. **Print:** Elanders, Mölnlycke, 2016.



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