



MAJ
INVEST

HOLDING

ANNUAL REPORT
2013



CONTENTS

MANAGEMENT'S REVIEW

COMPANY INFORMATION	4
FINANCIAL HIGHLIGHTS - GROUP	5
HIGHLIGHTS AND MAJOR EVENTS	6
DEVELOPMENT IN BUSINESS AREAS	9
MANAGEMENT AND OWNERSHIP	18
FINANCIAL REVIEW	20
THE FINANCIAL MARKETS	24
EXECUTIVE FUNCTIONS AND DIRECTORSHIPS	27

FINANCIAL STATEMENTS

INCOME STATEMENT AND STATEMENT OF COMPREHENSIVE INCOME	30
BALANCE SHEET	31
STATEMENT OF CAPITAL - GROUP	33
STATEMENT OF CAPITAL - PARENT	35
NOTES	38

STATEMENTS

STATEMENT BY MANAGEMENT	59
INDEPENDENT AUDITORS' REPORT	60

MANAGEMENT'S REVIEW

COMPANY INFORMATION

MAJ INVEST HOLDING A/S

Gammeltorv 18
DK-1457 Copenhagen K

Phone +45 33 38 73 00
Telefax +45 33 38 73 10

CVR no. 28 29 54 80
Registered office in: Copenhagen
www.majinvest.com

AUDITORS

KPMG
Statsautoriseret Revisionspartnerselskab

BOARD OF DIRECTORS

Tommy Pedersen, Chairman
Peter Damgaard Jensen, Vice Chairman
Hans Jensen
Peter Korsholm
Ruth Schade
Klaus Bentin (elected by staff)
Ken Bamberg Ernstsén (elected by staff)
Morten Rask Nymark (elected by staff)

EXECUTIVE BOARD

Jeppe Christiansen
Erik Holm
Henrik Parkhøi
Steffen Stæhr



STAFF IN THE MAJ INVEST GROUP

FINANCIAL HIGHLIGHTS - GROUP

INCOME STATEMENT (PRINCIPAL ITEMS)

DKK thousand	2013	2012	2011	2010	2009
Total gross income	347,061	263,579	248,778	222,021	207,530
Net interest and fee income	327,014	238,555	232,740	205,848	189,219
Market value and currency translation adjustments	6,380	9,063	2,746	3,000	6,266
Other operating income	13,667	15,961	13,292	13,173	12,045
Staff costs and administrative expenses	(158,004)	(175,752)	(208,544)	(177,375)	(162,231)
Net profit for the year	139,699	63,480	26,854	31,535	32,642

BALANCE SHEET

Shareholders' equity	450,014	260,166	211,945	204,965	175,551
Total assets	605,471	513,419	447,845	445,868	411,527

RATIOS AND KEY FIGURES

Return on equity before tax	52.2%	35.8%	17.4%	22.1%	27.2%
Return on equity after tax	39.3%	26.9%	12.9%	16.6%	20.4%
Cost/income ratio	2.15	1.47	1.17	1.23	1.27
Cost in per cent of income	46.5%	67.9%	85.4%	81.0%	79.0%
Tier 1 capital ratio	48.7%	37.3%	36.2%	41.2%	43.2%
Total capital ratio	48.7%	48.5%	49.8%	56.8%	62.4%
Capital base in relation to minimum capital requirements	6.09	6.06	6.23	7.10	7.79

Ratios and key figures are drawn up in compliance with the definitions of the Danish Financial Supervisory Authority (FSA).

HIGHLIGHTS AND MAJOR EVENTS

FINANCIAL YEAR 2013

In 2013 our business continued to develop favourably, in fact better than expected, with increasing revenue and a very satisfactory result. Some of the highlights are:

- Net profit for the year after tax was DKK 139.7 million in 2013. This is more than double the 2012 result of DKK 63.5 million.
- Shareholders' equity at year-end was DKK 450.0 million, and the average rate of return on equity after tax was 39.3 per cent.
- The capital base totalled DKK 411.2 million at 31 December 2013, and the total capital ratio was 48.7 per cent, which is considerably higher than the statutory minimum requirement.
- In 2013 we continued to develop our international strategy defined in 2012.
- Maj Invest Asset Management introduced advisory services concerning investments in emerging markets equities through a mutual fund registered in Luxembourg.
- At the beginning of 2014 the group opened a representative office in London with the purpose of selling the group's products to international clients.
- Investeringsforeningen Maj Invest (mutual fund) stayed on the growth track of previous years, with its assets increasing by 16 per cent in 2013.
- Investeringsforeningen Maj Invest established two new funds during 2013, in May the Makro fund and in December the Emerging Markets fund.
- Maj Invest Equity enjoyed a high activity level, providing consultancy services in connection with the successful sale of five companies and making new investments in two portfolio companies. Subsequently, the portfolio of unlisted companies comprises 24.
- Maj Invest Equity International also enjoyed a high activity level and provided advisory services on the acquisition of two companies for the microfinancing fund in the reporting period. Subsequently, the total portfolio of the business area comprises 10 companies.
- For 2014 consolidated net profit after tax is estimated at a level of DKK 90-110 million including performance-based fees.

CORPORATE DEVELOPMENT SINCE OUR START IN 2005

Since setting up business in May 2005, the group has developed favourably in terms of both business volume and number of clients. In the reporting period our two core business activities, asset management and private equity, continued prior years' increase in the level of activity with intensified focus on international activities. The development in our activities can be seen in Milestones on page 8.

The group has two principal business areas: Maj Invest Asset Management and Maj Invest Equity, whose products supplement each other.

- Maj Invest Asset Management provides advisory services on asset allocation and asset management (listed securities). Our clients are institutional investors, Investeringforeningen Maj Invest (mutual fund) in Denmark, a long-short equity fund and a mutual fund in Luxembourg.
- Maj Invest Formueforvaltning (wealth management) provides advisory services on wealth management to wealthy clients, companies and funds.
- Maj Invest Investor Relations & Markets is responsible for stock exchange trading. The department also supplies distributors with infor-

mation on Investeringforeningen Maj Invest and prepares promotional products for financial institutions.

- Maj Invest Equity provides investment advisory services to private equity funds investing in unlisted equities in Denmark and abroad. In Denmark we extend our services to four funds and provide discretionary investment advisory services in respect of portfolios of unlisted equities.
- Maj Invest Equity International provides investment advisory services to three funds that carry out activities in Vietnam, in microfinance and in investments in energy and fertilizer factories.

Furthermore, we also provide administrative and reporting services to companies with activities related to the group's business activities.

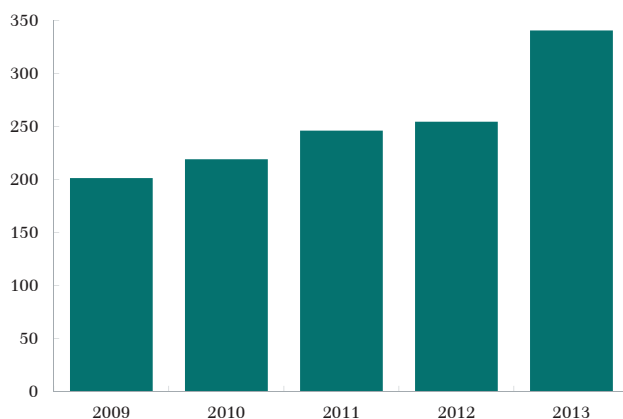
Total assets under management constituted approximately DKK 41 billion at year-end.

In 2013 the group employed an average of 92 employees, almost triple the number at its establishment in 2005.

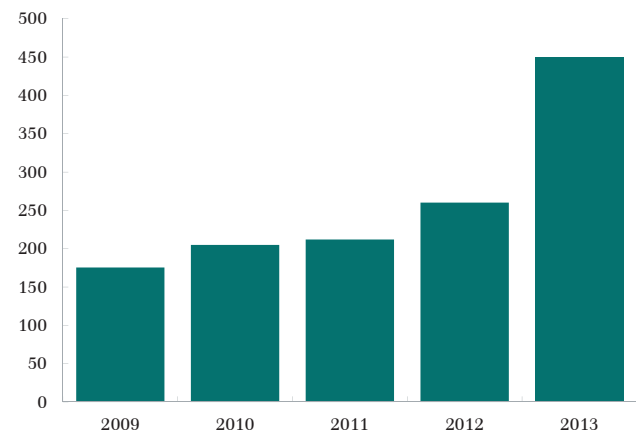
We are currently adapting the range of products and services we offer. On the basis of recent years' invest-

NET INTEREST AND FEE INCOME AND OTHER OPERATING INCOME 2009-2013

DKK million

**DEVELOPMENT IN SHAREHOLDERS' EQUITY 2009-2013**

DKK million



MILESTONES

20 May 2005	Permit received from the Danish FSA. Fondsmæglersekskabet Maj Invest A/S established	2006	Private equity fund LD Equity 1 and Markets set up	2008	Investeringsforeningen Maj Invest (mutual fund) receives first Morningstar® rating	2010	Private equity fund Danish Micro-finance Partners set up	2012	Equity fund sinAI and private equity fund EFIF established
2005 2013									
2005	Private equity fund LD Equity 2 and Investingsforeningen Maj Invest (mutual fund) set up	2007	Activities taken over from Dansk Erhvervsinvestering, and private equity fund LD Equity 3 set up	2009	Wealth Management and private equity fund LD Invest Vietnam established	2011	Private equity fund Maj Invest Equity 4 set up	2013	The mutual fund Maj Invest Funds (Luxembourg) is set up

ment results, which are excellent also viewed in an international context, we defined an international strategy in 2012 aimed at selling selected products to international clients. In December 2013 we launched advisory services for a foreign mutual fund based in

Luxembourg. On 10 January 2014 we opened a representative office in London with the purpose of selling the group's products. We are working on further expansion of our international activities and expect new additions to our foreign business under the name of Maj Invest Equity International. ■



MAJ INVEST'S EXECUTIVE BOARD - STEFFEN STÆHR, CFO; JEPPE CHRISTIANSEN, CEO; HENRIK PARKHØJ, MANAGING DIRECTOR; ERIK HOLM, MANAGING DIRECTOR

DEVELOPMENT IN BUSINESS AREAS

INVESTMENT PHILOSOPHY

We focus on long-term value creation for our clients, because the short-term development is driven by unpredictable factors.

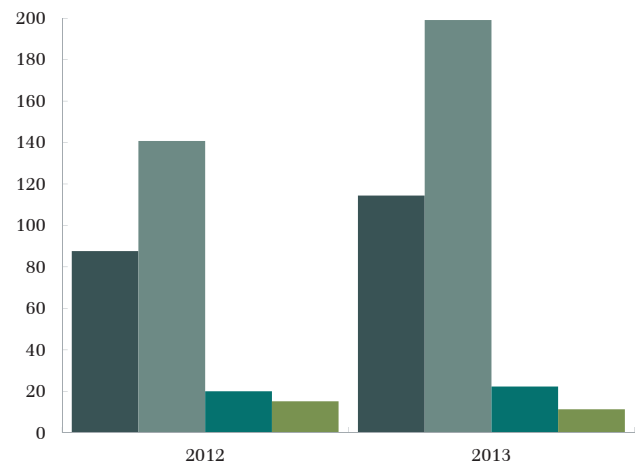
MAJ INVEST ASSET MANAGEMENT

Maj Invest Asset Management offers services encompassing advice on portfolio and investment decisions and asset management of listed products extended to large professional clients and institutional investors. Our advisory function builds on a long-term strategy based on analyses of structural conditions and scenarios in global financial markets. The key concepts of our strategy are risk diversification and risk analysis, as expressed in our analyses of trends and themes in the financial markets.

NET INTEREST AND FEE INCOME, MARKET VALUE AND CURRENCY TRANSLATION ADJUSTMENTS AND OTHER OPERATING INCOME 2012-2013

■ Asset Management ■ Equity
■ Equity International ■ Treasury

DKK million



MAJ INVEST ASSET MANAGEMENT - KURT KARA, HEAD OF EQUITIES, VALUE EQUITIES & HEDGE FUND; PASCAL PIERRE LASNIER, HEAD OF EQUITIES, EMERGING MARKETS; HENRIK EKMAN, HEAD OF EQUITIES, GLOBAL & DANISH EQUITIES; KELD HENRIKSEN, HEAD OF EQUITIES, DANISH EQUITIES; PETER MOSBÆK, CIO, HEAD OF FIXED INCOME; ARVID STENTOFT JAKOBSEN, CHIEF ECONOMIST

Several of the products offered by Maj Invest Asset Management have generally performed well compared with benchmarks, resulting in increased performance-based fees for the reporting period compared with 2012.

At year-end Maj Invest Asset Management launched investment advisory services in emerging markets equities through a mutual fund residing in Luxembourg. This is the second Luxembourg-based client, which Maj Invest Asset Management acts as advisor to as the group started advisory services for a long-short equity fund in 2012. Thus the business area follows the group's international strategy, and with the establishment of a representative office in London on 10 January 2014 our international activities were strengthened further.

Total assets under management by Maj Invest Asset Management aggregated DKK 34 billion at year-end 2013, down 1 per cent on year-end 2012.

INVESTERINGSFORENINGEN MAJ INVEST (MUTUAL FUND)

Maj Invest Asset Management acts as investment advisor to Investeringsforeningen Maj Invest, Denmark's second largest independent mutual fund. Investeringsforeningen Maj Invest consists of eleven funds.

In 2013 the mutual fund fortified its position as an independent alternative to the banks' mutual funds by ensuring sound investment results. This together with net new sales and the launch of two new funds increa-

INVESTERINGSFORENINGEN MAJ INVEST - RETURNS IN PER CENT	2006	2007	2008	2009	2010	2011	2012	2013	Return	Perfor-	Perf. ac-
									since	mance	cording
									estab-	estab-	to Morn.
									lishment	lishment	Kategori
											since
											establ.
Danske Aktier	41.8	4.0	-47.7	47.4	26.1	-19.8	26.1	35.7	96.9	+19.8	+22.3
Europa Aktier ¹⁾	-	-4.4	-38.3	25.9	7.6	-6.1	15.6	15.8	0.0	-0.7	+0.4
Aktier	7.5	4.0	-29.3	30.1	24.4	-4.7	8.3	20.3	58.4	+23.2	+34.7
Value Aktier	8.7	-0.4	-36.2	42.3	25.5	0.6	12.0	19.0	65.2	+30.0	+42.0
Emerging Markets ²⁾	-	-	-	-	-	-	-	-	-	-	-
Global Sundhed ³⁾	-	-	-11.4	41.4	5.5	-16.1	13.9	26.5	67.3	-16.0	+2.6
Danske Obligationer	1.1	1.9	7.9	6.3	5.6	6.6	5.9	3.0	44.7	+7.5	+11.2
Obligationer	1.3	1.6	4.5	9.8	6.4	3.9	10.5	0.2	44.5	+7.3	+25.8
Pension	3.3	2.2	-7.9	12.6	13.3	1.4	10.5	8.5	51.0	-	+39.7
Kontra ⁴⁾	2.2	1.1	21.7	8.6	12.3	7.3	-0.3	-6.8	52.9	-	-
Makro ⁵⁾	-	-	-	-	-	-	-	2.4	2.4	-	-0.8

Notes: The 2006 financial year includes the period from 18 December 2005 to 31 December 2006. Performance since establishment is shown in relation to the comparison index of the individual fund. The Pension, Kontra and Makro funds do not have an official comparison index. Performance in relation to Morningstar Kategori™ is calculated based on the comparable category of (and data from) Morningstar®, which includes comparable funds in Europe. Performance in relation to Morningstar Kategori™ is calculated on a month-by-month basis since launch and until 31 December 2013.

1) Returns in 2007 concern the period from 7 June 2007 to 31 December 2007. This fund changed its name in 2011 from Europa Aktieindeks to Europa Aktier.

2) Launched 16 December 2013.

3) Returns in 2008 concern the period from 7 November 2008 to 31 December 2008. In February 2013 the fund changed its name and investment focus from Miljø & Klima to Global Sundhed.

4) Returns in 2006 concern the period from 16 June 2006 to 31 December 2006.

5) Returns in 2013 concern the period from 22 March 2013 to 31 December 2013.

AWARD TO THE FUND MAJ INVEST DANSKE OBLIGATIONER

In March 2013 the international investment research firm Morningstar awarded the Maj Invest Danske Obligationer fund (Danish bonds). The fund received a Morningstar Fund Award and won in the category "Bedste Danske Obligationer" (best Danish bonds).

This is the second time that the Danske Obligationer fund is awarded by Morningstar, also winning in 2011. Once again in 2014 the fund has been nominated for the award on the basis of the 2009-2013 results, with special focus on 2013.

Thus our Danske Obligationer fund has fortified its position as one of the best funds investing in Danish bonds.

sed the fund's assets by DKK 1.2 billion. The equity funds achieved particularly good returns, while the bond and the mixed pension funds performed well compared to competitive products.

From the perspective of the funds' Morningstar Kategori™, all actively managed funds have outperformed benchmarks since their launch, except from the Makro fund, which has too short a track record to assess. The Kontra fund has no category. Morningstar® is an international investment research firm assessing returns and risks in mutual and other funds.

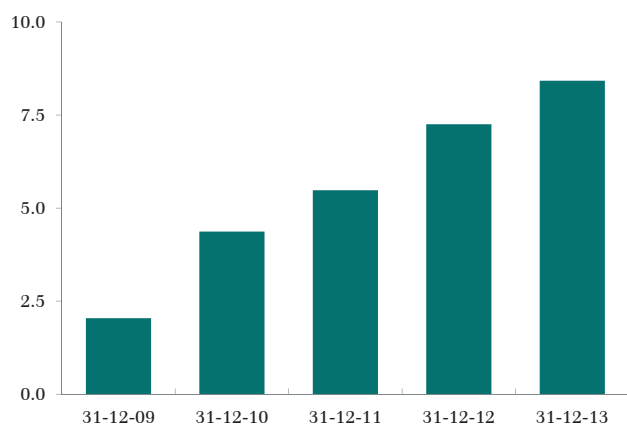
In 2013 Investeringsforeningen Maj Invest launched two new funds. Maj Invest Makro invests in equities, bonds and derivatives. Maj Invest Makro invests in assets expected to perform best taking Maj Invest's expectations of the global economy into account. Thus

portfolio allocation between equities and bonds is subject to major changes as allocation depends on the trends in the global economy.

Maj Invest Emerging Markets invests in equities in emerging markets countries. Emerging markets include a number of countries outside traditional markets in the USA, Japan and Europe. While many focus on large countries such as Brazil and China, our Emerging Markets fund also looks at opportunities for the next generation of emerging markets countries, including Indonesia, Vietnam and Mexico. Historically urbanisation and economic development have led to the formation of a large group of consumers with spending power, providing companies with sales, earnings and growth opportunities. The basic concept of the fund is to make selective investments in quality companies expected to generate both earnings and growth, and which carry out business activities in favourable macroeconomic climates.

DEVELOPMENT IN ASSETS

DKK billion



Investeringsforeningen Maj Invest's assets rose by 16 per cent in 2013 and represented DKK 8.4 billion at year-end.

MAJ INVEST FORMUEFORVALTNING (WEALTH MANAGEMENT)

Maj Invest Formueforvaltning provides wealthy clients with advisory services concerning asset allocation and asset management of listed securities and funds. The key concepts are a stringent investment process with solid focus on risk management and long-term asset savings for clients.

Maj Invest Formueforvaltning supplements other corporate activities and draws on both the group's asset management and analytical skills when advising clients.

In 2013 our wealth management business developed favourably once again, with healthy returns for our clients. The performance-based fees were on the same level as the previous year. Total growth in assets under management was 25 per cent, thus continuing prior years' growth in 2013. The upturn is expected to continue over the years to come.

MAJ INVEST INVESTOR RELATIONS & MARKETS

Investor Relations is the hub from which we enter into distribution agreements and provide distributors with information about Investeringsforeningen Maj Invest.

As an authorised Nasdaq OMX Nordic stock exchange trader, Maj Invest Markets trades in both Danish and foreign equities. Our Markets department provides services to professional investors.

Maj Invest Markets offers professional advisory services building on many years' experience in investment consultancy and securities trading with a competitive price structure. We offer professional advice about equity investments based on the client's profile

and requirements and underpinned by comprehensive analyses, superior professional qualifications and a high degree of service. We attach great importance to long-term client relations, making it our mission to collaborate with and create value for our clients.

Our clients have access to information and other advisory material regarding developments in the financial markets. Our arrangements with large international investment banks also enable Maj Invest Markets to offer advisory services on and trade in foreign equities. As part of our service we also provide information about the various funds of Investeringsforeningen Maj Invest (mutual fund).

Maj Invest Markets' market-making activities have grown in recent years. In addition to being a market maker for all funds of Investeringsforeningen Maj Invest (mutual fund), Maj Invest Markets is a market maker in respect of the equities of three listed companies.

MAJ INVEST EQUITY

Maj Invest Equity provides advisory services on in-



RECEPTION - LOUISE LUNDQUIST, RECEPTIONIST; LOTTE COLBERG, RECEPTIONIST

vestments in unlisted equities, primarily through consultancy arrangements with our private equity funds LD Equity 1, 2 and 3 and Maj Invest Equity 4 and via a consultancy mandate for large clients.

In the four private equity funds, Maj Invest Equity invests in unlisted Danish companies (private equity), and the investment strategy differs from that of most other private equity funds in Denmark by also investing in minority interests, albeit minimum 30 per cent. Maj Invest Equity focuses on small and medium-sized enterprises with revenues between DKK 100 million and DKK 1 billion operating in industry, trade and services, particularly in sectors such as food, health, environment, energy and technology.

Investments are based on a number of criteria centred on enabling Maj Invest Equity to help create value. Basically, this demands a considerable potential for operational and industrial value creation with a strong management and organisation also geared for change. Enterprises must be focused on compe-

tencies that create a competitive edge in the market, and management and owners must agree on a solid and carefully considered strategy and business plan. Partnership is key to collaboration with other shareholders, management and business partners.

Maj Invest Equity has seen keen interest in portfolio companies and has experienced a large deal flow, leading to a high activity level with Maj Invest Equity acting as advisor in connection with the sale of more successful portfolio companies. The sale of Kelsen Group A/S and the sale of Fanmilk International have been great successes just like the sale of additional three companies during the year.

Following the acquisition of PF Group and Sticks'n'Sushi, our newest fund, Maj Invest Equity 4, continued the expansion of its portfolio and now comprises three companies. In 2014 continued expansion of the number of portfolio companies in Maj Invest Equity 4 is expected as well as a number of exits from LD Equity 1, 2 and 3.



MAJ INVEST EQUITY - NIELS TOFT, PARTNER; NIELS RETBØLL, PARTNER; ERIK HOLM, MANAGING PARTNER; JAN HOVE SØRENSEN, PARTNER; MAD S ANDERSEN, PARTNER; PER HØHOLT, PARTNER

MAJ INVEST EQUITY INTERNATIONAL

Our group acts as advisor to three private equity funds with international activities. We carry on our international activities under the name of Maj Invest Equity International.

Our group acts as advisor to LD Invest Vietnam K/S on investments in companies in Vietnam. The fund is fully invested, however, minor follow-on investments were made in 2013. Maj Invest Equity International has created an attractive and varied portfolio of investments in Vietnamese companies with activities in production, service industries, education, marketing and distribution.

For about 70 per cent of the investments, value creation is based on growing Vietnamese purchasing power, and the remaining 30 per cent is based on exports to international markets.

The group's subsidiary Maj Invest Vietnam Management Consultancy LLC provides consultancy to Fondsmæglerselskabet Maj Invest A/S concerning private equity investments in Vietnam. The office consists of five permanent staff members with a large network and profound knowledge of the Vietnamese business environment.

Continuous economic growth is forecast for Vietnam, as well as extremely attractive investment opportunities. In 2014 we will start setting up a follow-up private equity fund, Maj Invest Equity Southeast Asia II, with focus on additional investments in Vietnam and Southeast Asia.

The group also acts as advisor to Danish Microfinance Partners K/S. This fund invests directly or indirectly in microfinance institutions in Asia, Africa and Latin America. Microfinance institutions offer small



MAJ INVEST EQUITY INTERNATIONAL - JOAQUIN COSTA, PARTNER; KASPER SVARRER, PARTNER; THOMAS RIIS, INVESTMENT MANAGER; JAKOB VESTERGAARD, CORPORATE ATTORNEY; TORBEN KJÆR, PARTNER; MARIANNE SETTNES, GENERAL COUNSEL, HEAD OF LEGAL & COMPLIANCE

loans with maturities between six months and up to 36 months. Loans are granted to groups or individual clients almost exclusively for income-generating activities.

With investments in Credinka and MicroCred in 2013 our microfinance fund has made a total of six investments; three in Latin America, two in India and one in Africa/China.

Apart from being expected to yield high returns, investments already made by Danish Microfinance Partners K/S also provide an opportunity to make follow-on investments and to expand the network necessary in this line of business.

Danish Microfinance Partners K/S expects to get further investment opportunities in 2014, with Latin America being the focus of special attention. In this context we established a company in Peru at the beginning of 2014 with the purpose of providing advisory services to the group.

Maj Invest Equity International also acts as advisor to a third fund, The Energy and Fertilizer Investment Fund. The fund is awaiting its first investment and is working on a number of investment cases.

PERFORMANCE-BASED MANAGEMENT FEE AND BONUS SCHEME IN OUR PRIVATE EQUITY FUNDS

As is customary in our sector, the group and our clients, including investors in the equity funds, have made agreements regarding performance-based management fees. Under these schemes the group can, upon agreement, typically receive an extra fee in addition to the fixed fee if the individual fund generates excess returns. The fee is usually 20 per cent or higher (depending on the fund) of that part of the investment return that exceeds an agreed hurdle rate of 8 per cent or higher (depending on the fund) in average annual return over the total life of the fund or contract.

As part of the fund agreements, the group has undertaken to use minimum 50 per cent of the performance-



MAJ INVEST VIETNAM - DOMINGO ALONSO, GENERAL DIRECTOR & PARTNER

based management fees on an incentive scheme intended for Maj Invest Equity staff involved in such investments. The time of payment of such fees from the funds to the group varies. Maj Invest Equity staff cannot receive payment from these schemes until certain predefined yield targets have been reached, which is often relatively late in the life of the individual fund.

The size of any performance-based management fees is finally calculated when the individual fund is closed. Thus the fund may be adjusted upwards or downwards throughout its life, depending on the investment returns. As the group cannot be certain to receive any performance-based management fees, such fees are recognised as contingent assets. Note 18 to the financial statements includes information on the size of non-realised performance-based management fees after reserve for bonus schemes and taxes, etc.

SALARY AND REMUNERATION POLICY AND PRACTICE

Once a year the board of directors revises the company's salary and remuneration policy and practice. The board of directors has decided not to appoint a remuneration committee due to the group's size.

The salary and remuneration policy is discussed annually on the basis of a draft made by the CEO and Head of Legal & Compliance after further instructions from the chairman of the board or the chairmanship. Salary and remuneration practices for the executive board are determined by the chairmanship and the CEO. In all other respects salary and remuneration practices are determined by the executive board and supervised by the chairmanship. The chairman of the board and Head of Legal & Compliance have asked for legal advice from external advisors on issues relating to salary and remuneration practices whenever needed.

The board of directors receives a fixed remuneration and no variable remuneration or other non-cash benefits.

For the executive board and other employees whose activities have a material influence on the group's risk

profile, fixed remunerations reflecting responsibility, qualifications and effort have been agreed. Any variable remuneration falls under a minimum amount of DKK 100,000 and is based on an assessment of the particular person's results, the results of that person's department and the results of the company. In addition, contracts include pension schemes with a monthly pension payment of up to 10 per cent of the monthly gross salary. In addition, other benefits are comprised by the agreements such as phone subscription, insurance etc., severance pay of up to two years' pay etc. and competition clauses that may trigger payment if an employee leaves the company.

Before 1 January 2011 some executive board members had contracts involving performance bonus and/or incentive schemes related to performance in specific private equity funds and to specific investment commitments in the same funds.

For a few directors, the executive board and other staff whose activities significantly influence the company's risk profile, a scheme concerning the acquisition of shares in Maj Invest Holding A/S has been set up together with individual schemes concerning the acquisition of warrants in Maj Invest Holding A/S.

Note 8 to the financial statements provides further information on the remunerations and salaries of the board of directors, the executive board and staff whose activities significantly influence the company's risk profile by fixed and variable remuneration. ■



MANAGEMENT AND OWNERSHIP

Maj Invest Holding A/S is the parent of the Maj Invest group. Our subsidiaries Fondsmæglerselskabet Maj Invest A/S and Maj Invest Equity A/S carry out a sizeable portion of our activities. The Maj Invest group also consists of a variety of management companies related to the group's activities in the Maj Invest Equity business area.

MANAGEMENT

The board of directors has eight members, three of whom are elected by our staff. The boards of directors of Maj Invest Holding A/S and Fondsmæglerselskabet Maj Invest A/S are identical.

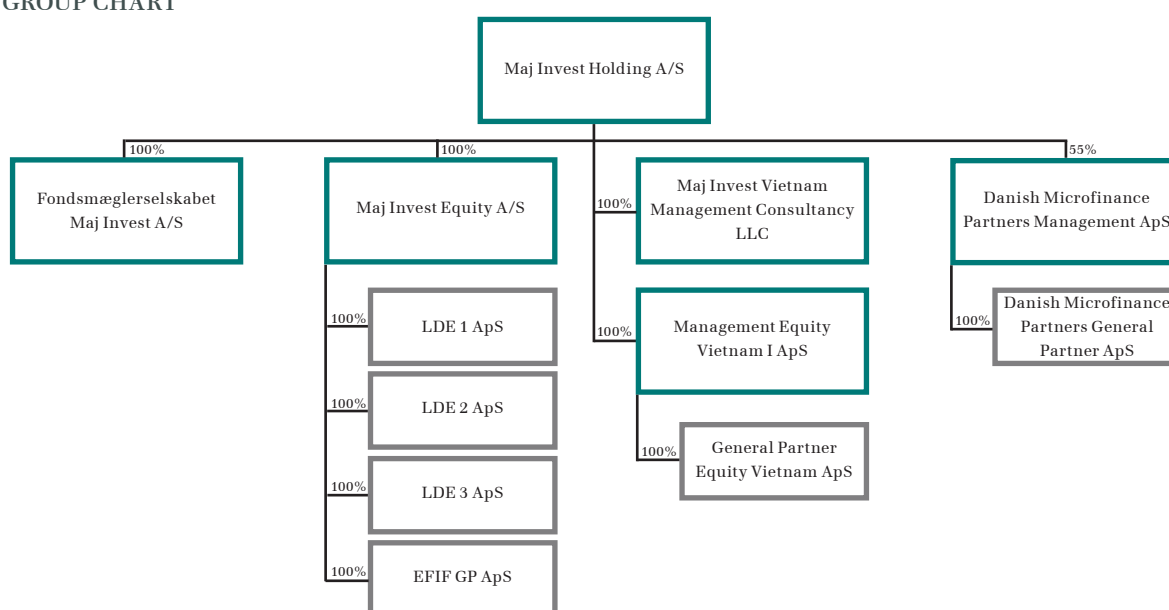
The executive board consists of four people: our CEO, our CFO and two managing directors. These four hold the same positions in Fondsmæglerselskabet Maj Invest A/S and the executive boards of the two companies are therefore identical.

Directorships and executive functions of the board of directors and our executive board appear in the chapter headed "Executive functions and directorships".

The board of directors has decided on a 2017 target figure of 20 per cent for the underrepresented gender among the directors elected by the general meeting. The target has been set with a four-year time scale, and at year-end 2013 the board of directors was represented by 20 per cent women.

The board of directors of Fondsmæglerselskabet Maj Invest A/S has prepared a policy aiming at increasing representation of the underrepresented gender in other management levels and moreover to encourage diversity. The objective is to continue filling executive positions on the basis of the needed qualifications, but also to encourage diversity where possible. Our long-term goal is to have the company reflect the surroundings and especially our clients in terms of gender, but also in

GROUP CHART



The Maj Invest Equity General Partner fund, which is a general partner of Maj Invest Equity 4 K/S, is not included in the group because it is a commercial foundation.

terms of for example nationality and ethnicity. This reflection of our surroundings is positive for the company in terms of being an attractive choice for clients as well as present and future employees in order for the company to reach its commercial objectives.

OWNERSHIP

Corporate employees have currently received an offer to buy shares in Maj Invest Holding A/S. In 2013 the company reduced its holding of own shares from 17 per cent to 3 per cent by selling to employees as well as a few institutional investors that are already company shareholders. This offer to employees should be viewed as an element in furthering shareholders' common interest as well as in retaining the competencies and qualifications held in our organisation and thus reinforcing staff commitment in a competitive financial group. Our employees now constitute the largest group of shareholders in the company.

In 2011 a group of executive officers and staff were also offered warrants in Maj Invest Holding A/S. To ensure that the risk aspects were sufficiently balanced, we only allowed these staff members to buy warrants if they bought a matching number of shares. This scheme is a retention scheme aimed at creating a shared sphere of interest between the groups of shareholders. We also believe that this scheme promotes a commitment to building a competitive financial group.

Staff members have bought both shares and warrants at market values at the time they were offered, but these purchases do not represent an incentive programme. At year-end Maj Invest Holding A/S' shares were held by the groups of shareholders shown below.

KNOWLEDGE RESOURCES

The group's business activities are based on providing advisory services regarding trading and investing in listed securities and unlisted equity. This puts exacting demands on the qualifications and specialist know-how of our staff.

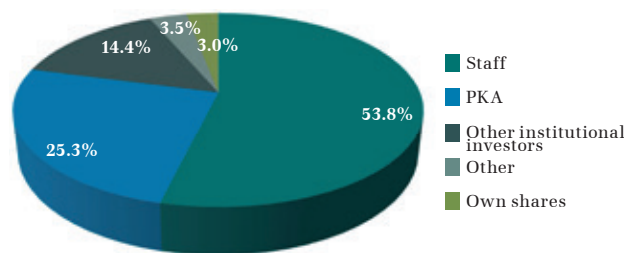
We continuously strive to attract and retain staff with broad experience and professional skills and focus on developing staff competencies. We need this strategy to continue generating excellent results and extend our business basis. A very high share of our staff has expertise in special investment areas.

We have taken various initiatives aimed at making us an attractive workplace and to give our staff competitive salaries consisting of a fixed salary and a bonus scheme calculated on the basis of results achieved on behalf of our clients.

We are convinced that competitive remuneration is a must for attracting and retaining competitive executive officers and staff. An incentive-based remuneration or retention scheme can help promote business development that benefits our company. In our opinion ownership with both management and staff as shareholders boosts value creation.

In 2013 the group employed an average of 92 staff members, two more than in 2012. The staff increase is due to a continued favourable development in business activities. ■

DISTRIBUTION OF SHARES IN MAJ INVEST HOLDING A/S

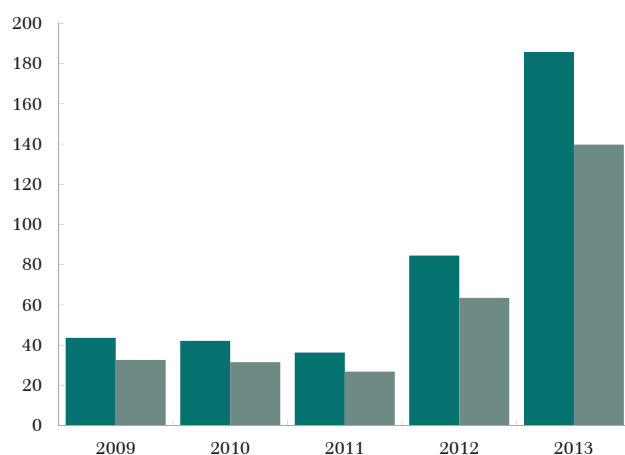


FINANCIAL REVIEW

TRENDS IN PROFIT 2009-2013

- Profit before tax
- Profit after tax

DKK million



Consolidated profit before tax amounted to DKK 185.5 million, which is more than double the 2012 profit before tax of DKK 84.5 million. The result is the best since our establishment in 2005 and is considered very satisfactory. Consolidated net profit after tax totalled DKK 139.7 million against DKK 63.5 million in 2012.

The consolidated profit exceeds the forecast for 2013 announced when we published our interim statements. At that time we forecasted a profit after tax in the level of DKK 110-120 million. Higher revenue primarily in the form of performance-based fees, large capital gains on the group's holding of securities etc. and lower staff costs and administrative expenses are reasons for consolidated net profit for 2013 exceeding what we forecasted for the full year in our interim statements.

MAJ INVEST HOLDING A/S

Net interest and fee income amounted to DKK 1.7 million, on level with 2012.

Market value and currency translation adjustments showed a modest loss of DKK -0.1 million, which relates to an unlisted equity and the company's bond holdings. 2012 showed total market value and currency translation adjustments of DKK 3.6 million.

Other operating income showed a modest decline, amounting to DKK 13.3 million in 2013 against DKK 13.8 million in 2012.

Staff costs rose by DKK 2.1 million to DKK 10.2 million due to more company staff. As a consequence administrative expenses went up from DKK 2.8 million in 2012 to DKK 3.0 million in 2013.

Results of interests in group enterprises amounted to DKK 137.8 million, which is more than double the 2012 results of DKK 57.5 million. Most of the results of interests in group enterprises and the development in the results can be attributed to Fondsmæglerselskabet Maj Invest A/S, which carries out a sizeable portion of our activities.

Shareholders' equity went up by DKK 189.9 million with net profit for the year accounting for DKK 139.7 million of the increase. In addition the company sold own shares of net DKK 59.6 million, and in April extraordinary net dividends of DKK 9.4 million were paid out.

The parent's balance sheet amounted to DKK 471.6 million against DKK 286.2 million at year-end 2012. A large portion of this development is due to an increase in our holding of securities etc. as well as interests in group enterprises.

TRENDS IN OUR SUBSIDIARIES

Fondsmæglerselskabet Maj Invest A/S and Maj Invest Equity A/S are the group enterprises where most of the activities mentioned on pages 9-15 in this annual report take place.

Fondsmæglerselskabet Maj Invest A/S experienced an increase in revenue - primarily as a result of higher per-

formance-based fees – as well as declining staff costs and related expenses. For 2013 Fondsmæglerselskabet Maj Invest A/S generated a profit after tax of DKK 136.8 million, a rise from DKK 57.3 million in 2012. Shareholders' equity amounted to DKK 299.4 million at year-end 2013, equivalent to an increase of DKK 106.8 million. In 2013 dividend amounting to DKK 30 million was paid out.

Maj Invest Equity A/S provides administrative and advisory services to four private equity funds that invest in Danish enterprises and to The Energy and Fertilizer Investment Fund K/S. As expected Maj Invest Equity A/S generated a profit of DKK 1.0 million in the period under review (2012: 0.5 million). Shareholders' equity constituted DKK 2.2 million at year-end 2013 against DKK 1.2 million at year-end 2012.

Maj Invest Vietnam Management Consultancy LLC resides in Vietnam and acts as a consultant to Fondsmæglerselskabet Maj Invest A/S concerning some of the private equity investment activities in Vietnam. The company recorded a modest loss in 2013 against a DKK -0.3 million loss in 2012. Shareholders' equity was DKK 0.8 million at year-end 2013 (2012: DKK 0.8 million).

Management Equity Vietnam 1 ApS provides administrative and advisory services to LD Invest Vietnam K/S. In 2013 this company realised a modest profit against a minor loss the year before. Shareholders' equity came to DKK 0.3 million at 31 December 2013, which is at the same level as in 2012.

Danish Microfinance Partners Management ApS provides administrative and advisory services to Danish Microfinance Partners K/S. The company broke even in 2013, which was also the case in 2012. Shareholders' equity was DKK 0.1 million at the end of 2013, which is at the 2012 level.

COMMENTS IN RESPECT OF SELECTED ITEMS IN THE CONSOLIDATED FINANCIAL STATEMENTS

Net interest income totalled DKK 7.1 million in 2013 against DKK 5.6 million the year before. The increase

of DKK 1.5 million is linked to a rise in our surplus liquidity and falling interest expenses due to loans of DKK 80 million being redeemed before maturity without raising new loans.

The group's dividend received increased from DKK 0.2 million in 2012 to DKK 1.2 million in 2013. This increase is to be seen in connection with an increase in the holding of equities.

Our net fee income totalled DKK 318.7 million, corresponding to an increase of DKK 86.0 million compared with DKK 232.7 million in 2012. Most of the increase is attributable to a higher level of performance-related fees, however, one-off fees in connection with pre-closing and final closing of private equity funds to which the group acts as advisor have also contributed to a rise in net fee income.

In 2013 market value and currency translation adjustments represented a total gain of DKK 6.4 million against DKK 9.1 million in 2012. Bond holdings represented a capital loss of DKK -2.4 million. Some of this loss is countered by higher income from interest on bonds. Equities generated a capital gain of DKK 11.6 million. Our currency translation adjustments including hedging transactions amounted to DKK -2.8 million, primarily related to bond holdings and an unrealised currency loss on an unlisted equity.

Other operating income fell by DKK 2.3 million on 2012 to DKK 13.7 million in 2013. 2012 included one-off items accounting for a large part of the decline.

Staff costs and administrative expenses amounted to DKK 158.0 million in 2013 against DKK 175.8 million in the same period the year before. Payroll-related costs decreased by DKK 21.9 million to DKK 111.2 million primarily due to a drop in costs related to bonus and thus also a decline in the payroll tax payable under the Danish Financial Services Payroll Tax Act. Furthermore 2012 included one-off expenses of DKK 4 million concerning compensation for discontinuation of bonus schemes, which is not included in 2013.

Other administrative expenses rose by DKK 4.2 million due to a higher level of activity, including start-up costs in connection with the expansion of our international activities.

Depreciation charges on intangible and tangible assets totalled DKK -3.3 million, the same level as in 2012.

Group profit before tax aggregated DKK 185.5 million, which is more than double the 2012 profit before tax of DKK 84.5 million. Tax is estimated at DKK 45.8 million, equivalent to an effective tax rate of 24.7 per cent. Net profit for the year was DKK 139.7 million against DKK 63.5 million in 2012.

Total consolidated assets amount to DKK 605.5 million. Due from credit institutions accounted for DKK 105.4 million at year-end 2013 against DKK 98.4 million at year-end 2012. Securities in the form of bonds and equities, including investments in some of the private equity funds to which the group acts as advisor, accounted for DKK 446.5 million at year-end 2013 against DKK 367.2 million at year-end 2012.

At year-end 2013 shareholders' equity amounted to DKK 450.0 million against DKK 260.2 million at year-end 2012. The rise in shareholders' equity of DKK 189.8 million is attributable to a DKK 139.7 million consolidation of net profit for the year and a net sale of the group's holding of own shares of DKK 59.6 million. In April extraordinary dividend of net DKK 9.4 million was paid out. Other items amounted to DKK -0.1 million.

CAPITAL AND CAPITAL RATIOS

The consolidated capital base was DKK 411.2 million at year-end 2013 against DKK 347.4 million at year-end 2012, equivalent to an increase of DKK 63.4 million.

With effect from end-October 2013 Fondsmæglerselskabet Maj Invest A/S redeemed two subordinate loans (tier 2 capital) representing a total of DKK 80.0 million. Redemption of these loans is to be seen in the context of the positive trend in the group's results and capital base as well as a strong cash flow.

The 2013 increase in our capital base of DKK 63.4 million is positively affected by a consolidation of net profit for the year of DKK 139.7 million and a net sale of

own shares of DKK 59.6 million. On the other hand, redemption before maturity of the subordinate loans affected the capital base negatively with DKK 80.0 million. Extraordinary dividend of DKK 9.4 million paid out in April and a proposed dividend for the year of DKK 45.4 million also had a negative impact on the capital base. Other deductions in the capital base represented DKK 1.0 million, of which DKK 0.8 million concerns the group's equity holding.

The total capital ratio at group level was 48.7 per cent at year-end 2013 against 48.5 per cent at year-end 2012. Weighted items rose by DKK 128.0 million to DKK 844.0 million of which operational risk items increased by DKK 78.2 million to DKK 537.1 million. The group experienced considerable growth in revenue, particularly due to higher performance-based fees, leading to a rise in operational risk items.

The group's high activity level has resulted in a rise in weighted items outside our trading portfolio from DKK 199.6 million at year-end 2012 to DKK 232.3 million at year-end 2013. Items with market risk amounted to DKK 74.6 million at year-end 2013 against DKK 57.7 million at year-end 2012.

The trend in the group's total capital ratio and weighted items appears from the next page.

CORPORATE RISKS

As a financial business the group undertakes various risks relating to credit, market, liquidity and operations. Risk management is a crucial activity given the full attention of management because uncontrolled development of such risks could adversely impact consolidated profit and the capital base.

For a more detailed description of corporate risks, we refer to note 25 (Financial instruments and risks) and our website, www.majinvest.com, which discloses financial information in compliance with the Executive Order on Capital Adequacy.

DISTRIBUTION OF PROFIT

In April 2013 extraordinary dividend of DKK 0.25 per share of DKK 1 was paid out.

The directors recommend the general meeting's approval that extra dividend of DKK 1 per share of DKK 1

is paid out, equivalent to DKK 45.4 million for the fiscal year 2013. Furthermore it is recommended to transfer the remaining DKK 94.3 million to next year.

OUTLOOK FOR 2014

We expect continued expansion of our business volume, with special focus on the expansion of our international activities.

At the beginning of 2014 we established a representative office in London, and the activity level is expected to rise during the year.

We expect further representation in one or two countries during 2014 with the purpose of expanding our international private equity activities.

At first the expansion of our international activities will result in increasing costs with no corresponding increase in revenue. We expect additional revenue from a continued expansion of our international activities to have limited effect on the group's overall gross income for 2014, mainly due to an expectation of revenue from activities abroad not growing until the second half of 2014.

A large part of the income depends on the size of assets included in our advisory services. Trends in the financial markets influence the size of assets included in our advisory services, and the development in the number of clients also affects our forecasts for 2014. This influences the group's consolidated revenue and thus expected profit for the year. The level of performance-based fees is also uncertain and difficult to forecast, and lower-than-estimated fees will impact the forecasted consolidated profit.

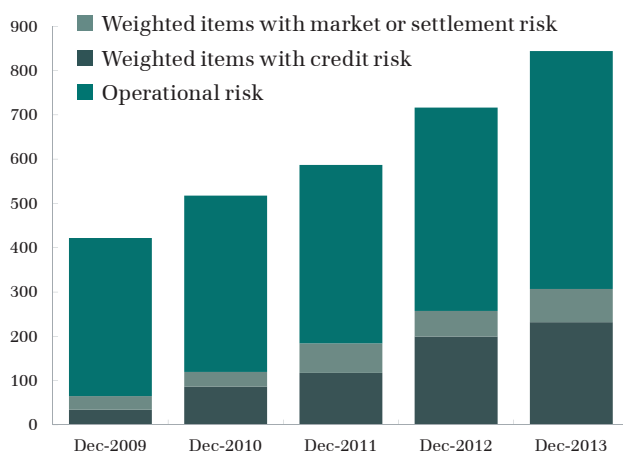
Overall, we forecast net profit after tax for 2014 to range between DKK 90 and 110 million, including performance-based fees.

EVENTS AFTER THE BALANCE SHEET DATE

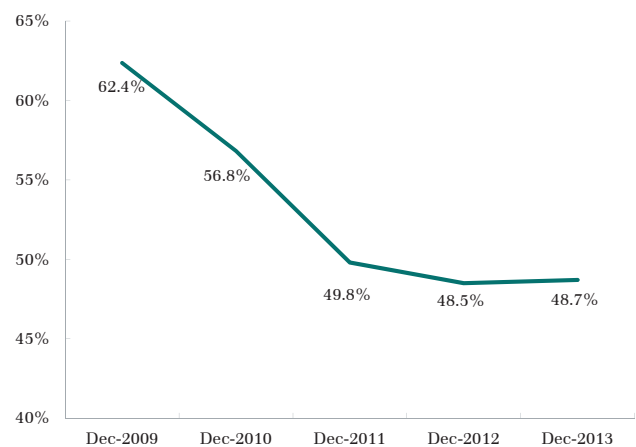
No events after the balance sheet date and until the signing of the annual report are thought to materially affect the assessment of the annual report. ■

TRENDS IN WEIGHTED ITEMS 2009-2013

DKK million



TOTAL CAPITAL RATIO 2009-2013



THE FINANCIAL MARKETS

In the wake of the financial crisis many countries experienced a significant drop in consumer spending and investments, among other things because banks' lending ability suffered and – as far as investments in housing are concerned - because notable excess capacity had been built up in the years prior to the crisis. As a means of mitigating the recession, many countries allowed public budget deficits to grow dramatically, resulting in Western industrialised countries being viewed as having walked into the same growth trap as Japan with continuous massive public budget deficits required to maintain a relatively modest growth rate.

However, the USA in particular has made great progress, and the country's budget deficit has been reduced considerably throughout 2013 without bringing the economy to a standstill. As fiscal tightenings ease off, continued normalisation of consumer spending and investments will result in increased economic growth.

In Europe restoration has not progressed in the same scale, but the region is also in the line for less fiscal pressure. Last but not least Europe also sees signs of the bank crisis abating, the crisis being one of the key drivers of a weak private demand.

Thus faith in permanent low growth, the so-called "new normal", was also abating, which impacted the

overall pricing of financial assets throughout 2013. Faith in the new normal meant that many preferred to invest in bonds and in emerging markets in general. This is why these particular markets were struck by falling prices in 2013 as investors turned towards equity markets in the industrialised countries.

In 2013 equity markets generally improved in the industrialised countries and declined in emerging markets. Thus the US S&P 500 index ended the year at 1,848 against 1,426 at the beginning of the reporting period, equivalent to a rise of 29.6 per cent. Translated into Danish kroner this amounts to an increase of 24.4 per cent. The German DAX index rose 25.5 per cent translated into Danish kroner, and the Danish C20 index was up 24.1 per cent whereas the Morgan Stanley emerging markets equity index fell 5.0 per cent (-8.2 per cent translated into Danish kroner).

The rate of interest on a 10-year US government bond was 3.03 per cent at the end of the reporting period, 1.27 percentage points above the level at the beginning of the year. Correspondingly the rate of interest on a 10-year German government bond was 1.93 per cent at year-end against 1.32 per cent at the beginning of the reporting period. On the other hand interest gaps between Germany and countries such as Spain and Italy have narrowed considerably since the beginning of the reporting period. For Danish government bonds, the interest gap vis-à-vis Ger-

many, once again positive, ended the year on roughly the same modest level as it started.

Increasing interest gaps in favour of the USA versus Europe would normally lead to a stronger dollar. However, in 2013 this trend was outweighed by investors' gradually reduced scepticism towards the cohesion of the euro area, and thus Danish kroner ended the year at 5.42 against the dollar (5.66 at year-end 2012). On the other hand, emerging markets currencies weakened significantly against the dollar throughout 2013. This was also the case with Japanese yen, primarily attributable to the monetary policies of the country. At the same time this means that the Danish krone was strengthened against the dollar as well as a number of other currencies in 2013.

PROSPECTS FOR THE FINANCIAL MARKETS IN 2014

In our opinion, from summer 2011 and until 2013 the overall pricing of the equity markets was characterised by expectations of an extremely soft monetary policy for many years ahead combined with a lack of confidence in the durability of companies' earnings growth.

However, it seems that investors during 2013 have regained faith in Western industrialised countries' ability to put the crisis behind them. Thus the overall pricing of equities and bonds is now closer to levels which in our opinion represent fair value.

Towards the end of 2013 many countries experienced a considerable accumulation of inventory, implying the risk of a period characterised by relatively weak economic key figures in the first months of 2014. Experience shows that this trend typically also affects emerging markets economies such as China. Thus we may experience a period of renewed doubts in the financial markets about the durability of economic progress in Western industrialised countries as well as in emerging markets.

However, in our opinion economic progress will continue and gradually gain strength. To the extent that the market at some point in time will start factoring in a future normalisation of central bank policy rates, there will be a risk of significant interest rate increases.

At present it is our assessment that this risk may materialise towards the end of 2014 as far as the USA is concerned. If so, this will probably rub off on European interest rates. At the same time it is our assessment that the actual pricing of the equity markets continues to leave room for considerable price increases despite the risk of increasing interest rates. ■



EXECUTIVE FUNCTIONS AND DIRECTORSHIPS

Executive functions and directorships in other commercial enterprises

BOARD OF DIRECTORS

■ TOMMY PEDERSEN, CHAIRMAN

Chairman of the boards of:

Fondsmæglerselskabet Maj Invest A/S
Rungsted Sundpark A/S
Skodsborg Sundpark A/S

Vice chairman of the boards of:

Bodum Holding AG, Switzerland
Bodum Land A/S
Jeudan A/S
Løvenholm Fonden
Peter Bodum A/S

Directorships:

Nykredit Forsikring A/S
Pharmacosmos Holding A/S with two subsidiaries
Scandinavian Tobacco Group A/S
SG Finans A/S, Norway
Skandinavisk Holding A/S with one subsidiary
Tivoli A/S

CEO:

Augustinus Fonden
Chr. Augustinus Fabrikker Aktieselskab

Managing Director:

TP Advisers ApS

Remuneration 2013 at group level: DKK 450,000

■ PETER DAMGAARD JENSEN, VICE CHAIRMAN

Chairman of the boards of:

A/S Kjøbenhavns Ejendomsselskab
Forstædernes Ejendomsaktieselskab
PKA Alternative Investment ApS
PKA+ Pension Forsikringsselskab A/S
PKA AIP A/S

Vice chairman of the boards of:

Fondsmæglerselskabet Maj Invest A/S
Forca A/S

Directorship:

Axcel Management A/S

CEO:

Ejendomsaktieselskabet Dronningegården
Pension funds administered by PKA A/S
(five pension funds) with five subsidiaries
PKA A/S

Managing Director:

Danish Microfinance Partners Management ApS

Remuneration 2013 at group level: DKK 225,000

■ HANS JENSEN

Chairman of the board of:

A/S Dansk Erhvervsinvestering

Directorships:

Fondsmæglerselskabet Maj Invest A/S
Metroselskabet I/S
Playa Atlantico SA
Refshaleøens Ejendomsselskab A/S with three subsidiaries

Board member of:

Danmarks Nationalbank

Remuneration 2013 at group level: DKK 150,000

■ PETER KORSHOLM

Directorship:

Fondsmæglerselskabet Maj Invest A/S

Special Advisor:

AarhusKarlshamn AB, Sweden

Remuneration 2013 at group level: DKK 150,000

■ RUTH SCHADE

Directorships:

Buskysminde A/S
Copenhagen Designbyg A/S
Danfrugt Skælskør A/S
Dansk Retursystem A/S
Fondsmæglerselskabet Maj Invest A/S
Harboe Ejendomme A/S
Keldernæs A/S
Lundegård A/S
Rugbjerggård A/S
Skælskør Bryghus A/S
Visbjerggården A/S

Managing director (not registered):

Harboes Bryggeri A/S

Remuneration 2013 at group level: DKK 150,000

■ KLAUS BENTIN

Directorship:

Fondsmæglerselskabet Maj Invest A/S

Director's remuneration 2013 at group level (normal salary paid to directors elected by staff not disclosed): DKK 150,000

■ KEN BAMBERG ERNSTSEN

Directorship:

Fondsmæglerselskabet Maj Invest A/S

Managing director:

M-K-S Holding ApS

Director's remuneration 2013 at group level (normal salary paid to directors elected by staff not disclosed): DKK 150,000

■ MORTEN RASK NYMARK

Directorship:

Fondsmæglerselskabet Maj Invest A/S

Director's remuneration 2013 at group level (normal salary paid to directors elected by staff not disclosed): DKK 150,000

As regards executive board members' directorships, please refer to section 80 (1) of the Danish Financial Business Act.

EXECUTIVE BOARD

■ JEPPE CHRISTIANSEN

Chairman of the board of:

Maj Invest Equity A/S

Vice chairman of the board of:

Novo Nordisk A/S

Directorships:

Haldor Topsøe A/S

Kirkbi A/S

Novo A/S

Symphogen A/S

CEO:

Danish Microfinance Partners Management ApS

Emlika ApS

Fondsmæglerselskabet Maj Invest A/S

Other offices:

Danish Microfinance Partners K/S,
investment committee member

LD Equity 1 K/S, investment committee member

LD Equity 2 K/S, investment committee member

LD Equity 3 K/S, investment committee member

LD Invest Vietnam K/S, investment committee
member

Maj Invest Equity 4 K/S, investment committee
member

Triton Industry Board

Salary 2013 at group level including company car subsidy:
DKK 5,597,000

■ ERIK HOLM

Chairman:

KK-Group A/S

Sticks'n'Sushi Holding A/S with one subsidiary

Vega Sea A/S

Vernal A/S

Vice chairman of the boards of:

Arvid Nilssons Fond
 SP Group A/S
 SP Moulding A/S

Directorships:

AO Invest A/S
 Brødrene A. & O. Johansen A/S
 Fonden Maj Invest Equity General Partner
 Genan A/S
 Genan Business & Development A/S
 Lilleheden A/S
 Maj Invest Equity A/S
 Palsgaard Gruppen A/S
 PLUS A/S

Managing director:

Erik Holm Holding ApS
 Fondsmæglerselskabet Maj Invest A/S
 Interbuild ApS
 Maj Invest Equity A/S

Other offices:

LD Equity 1 K/S, investment committee member
 LD Equity 2 K/S, investment committee member
 LD Equity 3 K/S, investment committee member
 Maj Invest Equity 4 K/S, investment committee member
 LD Invest Vietnam K/S, investment committee member

Salary 2013 at group level: DKK 4,500,000

■ HENRIK PARKHØI

Managing director:

Fondsmæglerselskabet Maj Invest A/S

Salary 2013 at group level: DKK 4,200,000

■ STEFFEN STÆHR

Chairman of the boards of:

4Labels A/S
 Maj Invest Vietnam Management Consultancy
 Limited Liability Company

Directorships:

Fonden Maj Invest Equity General Partner
 General Partner Equity Vietnam ApS
 Maj Invest Equity A/S
 Management Equity Vietnam I ApS
 Risskov Autoferien AG, Switzerland
 Risskov Travel Partner A/S

Managing director:

Danish Microfinance Partners General Partner ApS
 DMP Holding 1 ApS
 EFIF GP ApS
 Equity Datterholding 1 (GC) ApS
 Fondsmæglerselskabet Maj Invest A/S

Salary 2013 at group level: 2,500,000

Bonus 2012 at group level, paid in 2013: DKK 100,000

FINANCIAL STATEMENTS

INCOME STATEMENT AND STATEMENT OF COMPREHENSIVE INCOME

DKK thousand	Notes	Group		Parent	
		2013	2012	2013	2012
Interest income	3	10,461	9,795	1,430	1,607
Interest expense	4	(3,385)	(4,232)	(0)	(22)
Net interest income		7,076	5,563	1,430	1,585
Dividend on equities etc.		1,221	242	296	134
Fee and commission income		358,376	258,811	-	-
Fee and commission expense		(39,659)	(26,061)	(27)	(18)
Net interest and fee income	6, 7	327,014	238,555	1,699	1,701
Market value and currency translation adjustments	5, 6, 7	6,380	9,063	(118)	3,588
Other operating income		13,667	15,961	13,318	13,846
Staff costs and administrative expenses	8	(158,004)	(175,752)	(13,127)	(10,929)
Depreciation, amortisation and impairment on intangible and tangible assets		(3,266)	(3,296)	(200)	(204)
Other operating costs		(279)	-	-	-
Results of interests in associates and group enterprises		-	-	137,773	57,461
Profit before tax		185,512	84,531	139,345	65,463
Tax	9	(45,813)	(21,052)	352	(1,984)
Net profit for the year		139,699	63,479	139,697	63,479
Portion attributable to minority interests		1	1		
Other comprehensive income					
Translation of results of foreign entities		(45)	(11)	(45)	(11)
Adjustment of other comprehensive income, prior years		-	(11)	-	(11)
Adjustment of subsidiary		5	-	5	-
Tax on other comprehensive income		-	2	-	2
Other comprehensive income, total		(40)	(20)	(40)	(20)
Comprehensive income for the year, total		139,659	63,459	139,657	63,459

DISTRIBUTION OF PROFIT

For distribution

Transferred from "Other reserves"	45,438	-
Net profit for the year	139,697	63,479
For distribution, total	185,135	63,479

Proposed distribution

Proposed dividend	45,438	-
Provision for "Reserve for revaluation using the equity method"	138,125	57,461
Provision for equity under "Retained earnings"	1,572	6,018
Distributed amount, total	185,135	63,479

BALANCE SHEET

DKK thousand	Notes	Group		Parent	
		31.12.2013	31.12.2012	31.12.2013	31.12.2012
ASSETS					
Cash in hand		30	16	-	-
Due from credit institutions	10	105,439	98,390	30,532	35,530
Bonds at fair value	11	366,741	326,942	85,838	26,327
Equities etc. at fair value	12	79,778	40,214	49,279	24,714
Interest in group enterprises	13	-	-	302,716	194,980
Intangible assets	14	2,657	2,814	-	-
Other tangible assets	15	2,775	4,637	80	280
Current tax assets		-	928	694	-
Deferred tax assets		-	-	45	24
Other assets	16	42,096	31,823	2,048	3,789
Prepaid expenses		5,955	7,655	410	548
Total assets		605,471	513,419	471,642	286,192

BALANCE SHEET

DKK thousand	Notes	Group		Parent	
		31.12.2013	31.12.2012	31.12.2013	31.12.2012
LIABILITIES					
Debt					
Current tax liabilities		4,544	-	-	421
Other liabilities	18	78,500	76,928	19,384	20,868
Accrued income		21,824	28,244	2,286	4,778
Total debt		104,868	105,172	21,670	26,067
Provision					
Provisions for deferred tax		356	679	-	-
Other provisions	19	40,233	57,402	-	-
Provisions, total		40,589	58,081	-	-
Subordinated debt					
Subordinated debt	20	10,000	90,000	-	-
Subordinated debt, total		10,000	90,000	-	-
Shareholders' equity					
Share capital		45,438	45,438	45,438	45,438
Accumulated value adjustments					
Accumulated currency translation of foreign entities		(42)	3	(42)	3
Other reserves					
Net revaluation using the equity method		-	-	141,600	78,470
Other reserves		11,358	6,602	198,853	119,101
Retained earnings		347,780	208,082	18,685	17,113
Proposed dividend		45,438	-	45,438	-
Minority interests		42	41	-	-
Total shareholders' equity		450,014	260,166	449,972	260,125
Total liabilities		605,471	513,419	471,642	286,192

Notes not referred to: 1, 2, 17, 21, 22, 23, 24 and 25.

STATEMENT OF CAPITAL - GROUP

2013	Currency						
DKK thousand	Share capital	Other reserves	translation reserve	Retained earnings	Proposed dividend	Minority interests	Total
Shareholders' equity							
year-end 2012	45,438	6,602	3	208,082	-	41	260,166
Net profit for the year	-	-	-	139,698	-	1	139,699
Other comprehensive income							
Translation of results of foreign entities	-	-	(45)	-	-	-	(45)
Adjustment of subsidiary	-	5	0	-	-	-	5
Other comprehensive income, total	-	5	(45)	-	-	-	(40)
Comprehensive income for the year, total	-	5	(45)	139,698	-	1	139,659
Proposed dividend	-	(45,438)	-	-	45,438	-	-
Transactions with owners							
Extraordinary dividend distributed, 2013	-	(11,359)	-	-	-	-	(11,359)
Non-distributed dividend, own shares 2013	-	1,951	-	-	-	-	1,951
Acquisition of own shares	-	(883)	-	-	-	-	(883)
Sale of own shares	-	60,481	-	-	-	-	60,481
Shareholders' equity, year-end 2013	45,438	11,358	(42)	347,780	45,438	42	450,014

STATEMENT OF CAPITAL - GROUP

2012	Currency						
DKK thousand	Share capital	Other reserves	translation reserve	Retained earnings	Proposed dividend	Minority interests	Total
Shareholders' equity							
year-end 2011	44,754	13,574	23	144,604	8,951	40	211,946
Net profit for the year	-	-	-	63,478	-	1	63,479
Other comprehensive income							
Translation of results of foreign entities	-	-	(11)	-	-	-	(11)
Adjustment of other comprehensive income, prior years	-	-	(11)	-	-	-	(11)
Tax on other comprehensive income	-	-	2	-	-	-	2
Other comprehensive income, total	-	-	(20)	-	-	-	(20)
Comprehensive income for the year, total	-	-	(20)	63,478	-	1	63,459
Transactions with owners							
Dividend 2011	-	-	-	-	(7,367)	-	(7,367)
Increase in capital	684	1,604	-	-	-	-	2,288
Non-distributed dividend, own shares 2011	-	1,584	-	-	(1,584)	-	-
Acquisition of own shares	-	(4,913)	-	-	-	-	(4,913)
Sale of own shares	-	4,777	-	-	-	-	4,777
Redemption of options	-	(24)	-	-	-	-	(24)
Buyback commitment, own shares	-	(10,000)	-	-	-	-	(10,000)
Shareholders' equity, year-end 2012	45,438	6,602	3	208,082	-	41	260,166

STATEMENT OF CAPITAL - PARENT

2013	Reserve for net revalua- tion using		Currency		Retained earnings	Proposed dividend	Total
DKK thousand	Share capital	equity method	Other reserves	translation reserve			
Shareholders' equity year-end 2012	45,438	78,470	119,101	3	17,113	-	260,125
Net profit for the year	-	138,125	-	-	1,572	-	139,697
Other comprehensive income							
Translation of results of foreign entities	-	-	-	(45)	-	-	(45)
Adjustment of subsidiary	-	5	-	-	-	-	5
Other comprehensive income, total	-	5	-	(45)	-	-	(40)
Comprehensive income for the year, total	-	138,130	-	(45)	1,572	-	139,657
Expected dividend from subsidiaries*	-	(75,000)	75,000	-	-	-	-
Proposed dividend	-	-	(45,438)	-	-	45,438	-
Transactions with owners							
Extraordinary dividend distributed, 2013	-	-	(11,359)	-	-	-	(11,359)
Non-distributed dividend, own shares 2013	-	-	1,951	-	-	-	1,951
Acquisition of own shares	-	-	(883)	-	-	-	(883)
Sale of own shares	-	-	60,481	-	-	-	60,481
Shareholders' equity year-end 2013	45,438	141,600	198,853	(42)	18,685	45,438	449,972

*Dividend will be approved at the annual general meeting in the spring 2014.

STATEMENT OF CAPITAL - PARENT

2012	Reserve for net revalua- tion using		Currency		Retained earnings	Proposed dividend	Total
DKK thousand	Share capital	equity method	Other reserves	translation reserve			
Shareholders' equity							
year-end 2011	44,754	51,009	96,073	23	11,095	8,951	211,905
Net profit for the year	-	57,461	-	-	6,018	-	63,479
Other comprehensive income							
Translation of results of foreign entities	-	-	-	(11)	-	-	(11)
Adjustment of other compre- hensive income, prior years	-	-	-	(11)	-	-	(11)
Tax on other comprehensive income	-	-	-	2	-	-	2
Other comprehensive income, total	-	-	-	(20)	-	-	(20)
Comprehensive income for the year, total	-	57,461	(20)	6,018	-	63,459	
Dividend from subsidiaries 2012	-	(30,000)	30,000	-	-	-	-
Transactions with owners							
Dividend 2011	-	-	-	-	-	(7,367)	(7,367)
Non-distributed dividend, own shares 2011	-	-	1,584	-	-	(1,584)	-
Increase in capital	684	-	1,604	-	-	-	2,288
Acquisition of own shares	-	-	(4,913)	-	-	-	(4,913)
Sale of own shares	-	-	4,777	-	-	-	4,777
Redemption of options	-	-	(24)	-	-	-	(24)
Buyback commitment, own shares	-	-	(10,000)	-	-	-	(10,000)
Shareholders' equity							
year-end 2012	45,438	78,470	119,101	3	17,113	-	260,125

STATEMENT OF CAPITAL - PARENT

The company's share capital consists of 45,437,820 shares of DKK 1 (2012: 45,437,820).

At year-end 2013, the company had 3,863,500 outstanding warrants (2012: 4,000,000), entitling holders to acquire a share either through the company's holding of own shares or through the issue of new shares. Issued warrants may be exercised in two annual periods, first period in September 2013 and last period in September 2016. The strike price of the issued warrants is the fair value of the underlying assets at the time of issue with the addition of the official discount rate computed on a month-by-month basis.

Own shares	Shares		In per cent of capital
	Number	Nom. value	
2013			
Own shares 1 January	7,813,530	7,813,530	17.2%
Acquisition of own shares	98,660	98,660	0.2%
Sale of own shares	(6,546,815)	(6,546,815)	(14.4%)
Own shares 31 December	1,365,375	1,365,375	3.0%

Own shares were acquired in connection with employees leaving our employment. Own shares were sold in connection with the recruitment of staff and an extraordinary offer made to corporate employees and a few large shareholders. Own shares were also sold in connection with a few employees exercising their warrants in the company. The net value of the annual acquisition and sale of own shares was DKK 59,597,000.

Own shares	Shares		In per cent of share capital
	Number	Nom. value	
2012			
Own shares 1 January	7,771,380	7,771,380	17.4%
Capital increase	-	-	(0.3%)
Acquisition of own shares	809,150	809,150	1.8%
Sale of own shares	(767,000)	(767,000)	(1.7%)
Own shares 31 December	7,813,530	7,813,530	17.2%

Own shares were acquired in connection with employees leaving our employment and an institutional investor disposing of all shares in our company. Own shares were sold in connection with the recruitment of staff and an extraordinary offer made to corporate employees. The net value of the annual acquisition and sale of own shares was DKK 136,000.

NOTES

Note 1 Accounting policies

GENERAL

The annual report, which comprises the group and its parent Maj Invest Holding A/S, has been prepared in compliance with the Danish Financial Business Act including the Executive Order on Financial Reporting by Credit Institutions and Investment Companies etc. and the guidelines issued by the Danish Financial Supervisory Authority.

Our accounting policies are the same as last year.

Consolidation

The consolidated financial statements comprise the parent Maj Invest Holding A/S and the entities, in which the parent directly or indirectly holds more than 50% of the voting rights, or in which the parent has a controlling interest through its holdings of shares or in some other manner.

The consolidated financial statements are prepared by aggregating uniform income, costs, assets and liabilities. Intra-group income and expenses, accounts and intra-group profit or loss arising from transactions between consolidated entities are eliminated.

The financial statements included in the consolidated financial statements have been prepared in compliance with the group's accounting policies.

The parent's interests in consolidated subsidiaries are eliminated against the parent's share of the particular subsidiary's equity value.

Recognition and measurement

All income and expenses relating to the reporting period are recognised in the income statement regardless of time of payment.

Assets are recognised in the balance sheet, if, in all probability, future economic benefits will flow to the company, and the values of such assets can be measured reliably.

Liabilities are recognised in the balance sheet, if, in all probability, future economic benefits will flow out of the company, and the values of such liabilities can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Measurement of assets and liabilities after initial recognition is made as described below for each accounting item.

Recognition and measurement of assets and liabilities have taken into account any information available after the balance sheet date but before the presentation of the annual report, either affirming or not affirming conditions existing on the balance sheet date.

Foreign currency

Transactions in foreign currency are translated into Danish kroner at the exchange rates prevailing on the transaction date.

NOTES

Note 1 cont.

Monetary items in currencies other than Danish kroner are translated into Danish kroner at the closing rates of the particular currencies on the balance sheet date.

Non-monetary items in currencies other than Danish kroner recognised at cost are translated into Danish kroner at the exchange rates on the transaction date.

Non-monetary items in currencies other than Danish kroner recognised at fair value are translated into Danish kroner at the closing rates on the balance sheet date.

Any foreign currency translation adjustments are recognised in the income statement. Any foreign currency translation adjustments relating to foreign entities are recognised in other comprehensive income.

Derivatives

On initial recognition, derivatives are recognised at cost in the balance sheet and subsequently measured at fair value. Any changes in the fair values of derivatives are recognised currently in the income statement.

Intra-group transactions

Securities are traded and consultancy fees charged at market prices. Other intra-group services are settled on a cost-covered basis.

Translation of results of foreign entities

The profits or losses of foreign associates or subsidiaries are translated at the rates on the transaction date or corresponding average rates.

Balance sheet items are translated at the rates on the balance sheet date. Any foreign currency translation adjustments arising from the translation of equity at the beginning of the year and any currency translation adjustments arising from the translation into Danish kroner (DKK) of profits or losses of foreign entities' functional rates are recognised directly in other comprehensive income.

Tax

Tax on the year's results consisting of current tax and deferred tax for the reporting period is recognised in the income statement with the portion that is attributable to the results for the year and directly via equity with the portion that is attributable to equity transactions. Any changes in deferred tax due to tax rate adjustments are recognised in the income statement.

Provisions are made for both current and deferred taxes for the period under review in respect of the jointly taxed consolidated entities. The company is jointly taxed with all its subsidiaries residing in Denmark. The tax effect of joint taxation is allocated to profit or loss in the consolidated entities in proportion to their taxable incomes. The jointly taxed entities are included in the Danish tax prepayment scheme.

Provisions for deferred tax on any temporary differences between the tax base of assets and liabilities and their carrying amounts are measured using the balance-sheet liability method. If a temporary difference is negative, a deferred tax asset will be recognised if, in all probability, it can be applied to reduce any future tax liability.

NOTES

Note 1 cont.

Any deferred tax is measured in compliance with current tax rules and at the tax rate likely to be applicable once any temporary differences have been eliminated. Any deferred tax assets or liabilities are presented after offsetting in the same legal entity.

INCOME STATEMENT

Interest, dividends, fees and commissions

Interest, fees and commissions are accrued and recorded in the period they are earned and recognised in the income statement at the amounts relevant to the period under review.

Dividends are recognised in the income statement at the time of declaration or on the distribution of interim dividends.

Performance-related investment management fees are recorded as income at the time when the company will be entitled to such fees. Until entitlement, such fees are mentioned under “Contingent assets”.

Fees and commissions received will include income from services vis-à-vis clients.

Market value adjustments

Any differences between the fair values and the carrying amounts of securities are recognised as market value adjustments.

Other operating income

Other operating income includes items of a nature secondary to the company’s core activity, including fees from entities for which we carry out administrative tasks. Other operating income is accrued when earned and recognised in the income statement at the amounts relevant to the period under review.

Staff costs and administrative expenses

Staff costs and administrative expenses include salaries and pensions, rent, computer software, legal and audit fees, and any other administrative expenses.

Results of interests in associates and group enterprises

The proportionate shares of net profits or losses for the reporting period in associates and group enterprises are recognised as results of interests in associates and group enterprises.

BALANCE SHEET

ASSETS

Securities

Securities are recognised at their fair values. The fair values of listed securities are their closing rates on the balance sheet date. The fair values of listed bonds are their present values. The fair values of unlisted investments are the transaction prices that would result from a trade between independent parties. The settlement date is used as the date of recognition. Any change in value between the trade date and the settlement date is recognised as a financial asset or a financial liability.

Interests in associates and group enterprises

Interests in associates and group enterprises are recognised and measured using the equity method. The proportionate

NOTES

Note 1 cont.

interests in the equity values of associates or group enterprises computed on the basis of the fair values of identifiable net assets at the time of acquisition are recognised in "Interests in associates and group enterprises".

Through the distribution of profit, the total net revaluation of interests in associates and group enterprises is transferred to the reserve fund for net revaluation using the equity method and recognised in statutory equity reserves. Reserves are reduced by payments of dividends to the parent and adjusted for other movements in the equity capital of subsidiaries.

On the translation of the results of foreign entities, any foreign currency translation adjustments are recognised in other comprehensive income.

Intangible assets

Our intangible assets consist of a trading system, a portfolio management system and computer software. Intangible assets are measured at cost with the deduction of any amortisation or impairment losses. These assets are amortised on a straight-line basis over their estimated useful lives or over the relevant contractual periods:

- Trading system	: 60-90 months
- Software and portfolio management system	: 24-36 months

Other tangible assets

Other tangible assets are measured at cost with the deduction of any depreciation or impairment losses. These assets are depreciated on a straight-line basis over their estimated useful lives:

- Computer equipment	: 36 months
- Furniture, fixtures and equipment	: 36 months

Recoverable amounts

The carrying amounts of intangible assets and other tangible assets are reviewed annually to determine whether there is an indication for impairment in addition to any depreciation or amortisation charges. If so, an impairment test will determine whether the recoverable amount is lower than the carrying amount, and the asset will subsequently be recorded at the lower recoverable amount. The recoverable amount of an asset is calculated as the higher of its net selling price or its value in use.

Other assets

Income falling due after year-end and any interest receivable will be recognised in other assets. Any significant amounts receivable and falling due more than 12 months after the period in which they were earned are discounted at their present values on the balance sheet date. The discounting rate used matches the market rate of return of the particular amounts receivable.

Any positive fair values of derivatives including spot transactions are recognised in other assets.

Prepaid expenses

Prepaid expenses incurred on or before the balance sheet date, but concerning subsequent reporting periods are recorded as prepayments. Prepaid expenses are measured at cost.

NOTES

Note 1 cont.

LIABILITIES

Other liabilities

Other liabilities are measured at their net realisable values.

Expenses falling due after year-end and any interest payable are recorded in other liabilities. Any negative fair values of derivatives including spot transactions are recognised in other liabilities.

Accrued income

Income received on or before the balance sheet date, but concerning subsequent reporting periods are recorded as accrued income. Accrued income is measured at cost.

Provisions

A provision is a liability that is uncertain in terms of amount or timing. A provision is recognised in the balance sheet, if, in all probability, future economic benefits will flow out of the company, and the value of such provision can be reliably measured.

The values of any future liabilities are measured at their present values to the extent that the discounting of such liabilities is of significance to the measurement of the size of the particular provision. The discount rate used matches the market rate of return in respect of the liability in question.

Subordinated debt

Subordinated debt is a liability in the form of subordinate loan capital that, in the event of the liquidation or winding-up of Fondsmæglerselskabet Maj Invest A/S, will rank after other creditors.

Subordinated debt is included in the group's capital base.

Subordinated debt is measured at amortised cost.

Shareholders' equity

Premiums in respect of issued options or warrants and any redemption of options or warrants in respect of corporate shares are recognised in other reserves as movements in equity.

Any obligation to buy back shares in the event of an employee leaving the company's employment is deducted from equity and recorded as debt in other liabilities. The debt is computed at the amount of shares that the company is obliged to buy back in compliance with the shareholders' agreement duly considering the capital requirements of the group and the company.

Any purchases or sale of own shares are recognised directly at the transaction value and recognised as a change directly in equity via "Other reserves".

Any proposed dividends are recognised as a liability at the time of adoption at the annual general meeting (time of declaration). Dividends to be paid for the period under review will be recorded as a separate item in shareholders' equity.

NOTES

Note 2 Financial highlights - group (5-year overview)

INCOME STATEMENT

DKK thousand	2013	2012	2011	2010	2009
Net interest and fee income	327,014	238,555	232,740	205,848	189,219
Market value and currency translation adjustments	6,380	9,063	2,746	3,000	6,266
Staff costs and administrative expenses	(158,004)	(175,752)	(208,544)	(177,375)	(162,231)
Results of interests in associates and group enterprises	-	-	-	21	8
Net profit for the year	139,699	63,480	26,854	31,535	32,642

BALANCE SHEET

Shareholders' equity	450,014	260,166	211,945	204,965	175,551
Total assets	605,471	513,419	447,845	445,868	411,527

RATIOS AND KEY FIGURES

Return on equity before tax	52.2%	35.8%	17.4%	22.1%	27.2%
Return on equity after tax	39.3%	26.9%	12.9%	16.6%	20.4%
Cost/income ratio	2.15	1.47	1.17	1.23	1.27
Cost in % of income	46.5%	67.9%	85.4%	81.0%	79.0%
Tier 1 capital ratio	48.7%	37.3%	36.2%	41.2%	43.2%
Total capital ratio	48.7%	48.5%	49.8%	56.8%	62.4%
Capital base in relation to minimum capital requirements	6.09	6.06	6.23	7.10	7.79

Ratios and key figures were drawn up in accordance with the Danish FSA's definitions.

NOTES

Note 2 Financial highlights - parent (5-year overview)

INCOME STATEMENT

DKK thousand	2013	2012	2011	2010	2009
Net interest and fee income	1,699	1,701	1,787	750	663
Market value and currency translation adjustments	(118)	3,588	739	(116)	4
Staff costs and administrative expenses	(13,127)	(10,929)	(12,252)	(10,039)	(9,109)
Results of interests in associates and group enterprises	137,773	57,461	27,043	30,171	31,335
Net profit for the year	139,697	63,479	26,851	31,535	32,642

BALANCE SHEET

Shareholders' equity	449,971	260,125	211,905	204,928	175,551
Total assets	471,642	286,192	224,126	214,888	183,493

RATIOS AND KEY FIGURES

Return on equity before tax	39.2%	27.7%	12.9%	16.8%	20.7%
Return on equity after tax	39.3%	26.9%	12.9%	16.6%	20.4%
Cost/income ratio	11.46	6.88	3.11	4.17	4.60
Cost in % of income	8.7%	14.5%	32.1%	24.0%	21.8%
Tier 1 capital ratio	90.8%	83.7%	88.0%	107.5%	95.5%
Total capital ratio	90.8%	83.7%	88.0%	107.5%	95.5%
Capital base in relation to minimum capital requirements	11.35	10.46	11.00	13.44	11.94

Ratios and key figures were drawn up in accordance with the Danish FSA's definitions.

NOTES

DKK thousand	Group		Parent	
	2013	2012	2013	2012
Note 3 Interest income				
Due from credit institutions	310	148	247	123
Bonds	10,067	8,930	1,216	1,539
Derivatives (foreign exchange contracts)	(196)	(215)	(56)	(55)
Other interest income	280	932	23	0
Total interest income	10,461	9,795	1,430	1,607
Note 4 Interest expense				
Credit institutions	(12)	(3)	-	-
Subordinated debt	(3,143)	(4,148)	-	-
Other interest expense	(230)	(81)	(0)	(22)
Total interest expense	(3,385)	(4,232)	(0)	(22)
Note 5 Market value and currency translation adjustments				
Bonds	(2,385)	6,067	(242)	2,870
Equities etc.	11,554	3,388	2,210	512
Currency	(2,461)	443	(2,064)	191
Derivatives	(328)	(835)	(22)	15
Total market value and currency translation adjustments	6,380	9,063	(118)	3,588
Note 6 Net interest, fee income and market value and currency translation adjustments by business area				
Net interest and fee income				
Asset Management	107,895	80,686	(0)	(1)
Equity	190,512	134,030	114	134
Equity International	19,678	16,387	-	-
Treasury	8,929	7,452	1,585	1,568
Total net interest and fee income	327,014	238,555	1,699	1,701
Market value and currency translation adjustments				
Asset Management	4,646	3,546	2	-
Equity	(267)	-	(267)	-
Equity International	74	-	48	-
Treasury	1,927	5,517	99	3,588
Total market value and currency translation adjustments	6,380	9,063	(118)	3,588
Note 7 Geographical segmentation				
Net interest and fee income				
Denmark	319,881	235,063	949	1,629
Luxembourg	5,769	2,689	69	-
Other Europe	921	806	444	72
Asia	235	(3)	237	-
North America	208	-	-	-
Total net interest and fee income	327,014	238,555	1,699	1,701

NOTES

Note 7 cont.

DKK thousand	Group		Parent	
	2013	2012	2013	2012
Market value and currency translation adjustments				
Denmark	712	9,333	(3,178)	5,022
Luxembourg	113	(1,547)	113	(1,548)
Other Europe	(941)	1,275	(890)	114
Asia	3,863	2	3,837	-
North America	2,633	-	-	-
Total market value and currency translation adjustments	6,380	9,063	(118)	3,588

Note 8 Staff costs and administrative expenses

Directors:

Directors, fixed remuneration	(1,575)	(1,575)	-	-
Directors, variable remuneration	-	-	-	-
Total	(1,575)	(1,575)	-	-

Executive board:

Executive board, fixed remuneration*	(16,797)	(20,673)	(2,114)	(2,645)
Executive board, variable remuneration	-	(100)	-	(25)
Total	(16,797)	(20,773)	(2,114)	(2,670)

*including compensation for discontinuation of bonus schemes

made before 1 January 2011 and ending 2011	-	3,976	-	556
--	---	-------	---	-----

Other significant risk takers:

Risk takers, fixed remuneration	(2,875)	(2,750)	-	-
Risk takers, variable remuneration	(235)	(225)	-	-
Total	(3,110)	(2,975)	-	-

Staff costs:

Salaries	(74,391)	(91,371)	(7,353)	(4,994)
Pensions	(6,498)	(4,799)	(613)	(418)
Social security costs and payroll tax based on Financial Services Payroll Tax Act	(8,795)	(11,601)	(73)	(34)
Total	(89,684)	(107,771)	(8,039)	(5,446)

Other administrative expenses	(46,838)	(42,658)	(2,974)	(2,813)
Total staff costs and administrative expenses	(158,004)	(175,752)	(13,127)	(10,929)

Number of: Board of directors 8 (2012: 8), executive board 4 (2012: 4), risk takers 3 (2012: 3).

One managing director had a free company car until May 2013 and during entire 2012.

In the parent, the number of employees whose activities have a material influence on the group's risk profile (risk takers) is one person, and disclosing other significant risk takers' remunerations would involve the disclosure of this particular person's individual remuneration. Consequently, such remuneration has not been disclosed for the parent, and at group level in this note such remunerations are therefore identical with other significant risk takers' remunerations in Fondsmæglersekskabet Maj Invest A/S, which has three risk takers (2012: 3), of whom one is also a risk taker in the parent.

NOTES

Note 8 cont.

Executive board members' investment commitment/employment contracts involving performance bonus or carried interest.

2013	Jeppe Christiansen		Erik Holm		Henrik Parkhøi		Steffen Stæhr	
- = No commitment or not included	Perfor-		Perfor-		Perfor-		Perfor-	
+ = Included in scheme	mance bonus	Carried interest	mance bonus	Carried interest	mance bonus	Carried interest	mance bonus	Carried interest
LD Equity 1 K/S	-	-	-	-	-	-	-	-
LD Equity 2 K/S	+	-	+	-	-	-	+	-
LD Equity 3 K/S	+	-	+	-	+	-	+	-
Maj Invest Equity 4 K/S	-	+	-	+	-	-	-	+
LD Invest Vietnam K/S	-	+	-	+	-	+	-	+
Danish Microfinance Partners K/S	-	-	-	-	-	-	-	-
The Energy and Fertilizer Investment Fund K/S	-	+	-	+	-	-	-	+

2012	Jeppe Christiansen		Erik Holm		Henrik Parkhøi		Steffen Stæhr	
- = No commitment or not included	Perfor-		Perfor-		Perfor-		Perfor-	
+ = Included in scheme	mance- bonus	Carried interest	mance- bonus	Carried interest	mance- bonus	Carried interest	mance- bonus	Carried interest
LD Equity 1 K/S	-	-	-	-	-	-	-	-
LD Equity 2 K/S	+	-	+	-	-	-	+	-
LD Equity 3 K/S	+	-	+	-	+	-	+	-
Maj Invest Equity 4 K/S	-	+	-	+	-	-	-	+
LD Invest Vietnam K/S*	-	+	-	+	-	+	-	+
Danish Microfinance Partners K/S	-	-	-	-	-	-	-	-
The Energy and Fertilizer Investment Fund K/S	-	+	-	+	-	-	-	+

*After revision in 2013.

	Group		Parent	
	2013	2012	2013	2012
Number of employees				
Average number of employees (full-time equivalent)	92	90	9	7

NOTES

Note 8 cont.

DKK thousand	Group		Parent	
	2013	2012	2013	2012
Auditors appointed by the general meeting, fees				
Statutory audit of financial statements	(532)	(507)	(99)	(103)
Other assurance services	(45)	(44)	-	-
Tax advisory services	(201)	(242)	(130)	(193)
Non-audit services	(91)	(322)	(18)	(322)
Total audit and non-audit fees	(869)	(1,115)	(247)	(618)

Note 9 Tax

Tax on profit for the year	(46,085)	(20,526)	401	(2,024)
Adjustment of prior-year tax charges	(51)	88	(69)	21
Adjustment of deferred tax	274	(614)	26	19
Change in deferred tax due to tax rate adjustments	49	-	(6)	-
Total tax	(45,813)	(21,052)	352	(1,984)

Effective tax rate

Current tax rate	25.0%	25.0%	25.0%	25.0%
Adjustment of non-taxable items	(0.3%)	(0.1%)	(0.6%)	0.0%
Adjustment of results of interests in associates and group enterprises	-	-	(24.7%)	(21.9%)
Adjustment of prior-year tax charges	0.0%	(0.1%)	0.0%	(0.0%)
Change in deferred tax due to tax rate adjustments	(0.0%)	-	0.0%	-
Total effective tax rate	24.7%	24.8%	(0.3%)	3.1%

Deferred tax relates to intangible and other tangible assets. There is no provision for deferred tax in respect of interests in associates and group enterprises.

DKK thousand	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
Note 10 Due from credit institutions				
Demand deposits	105,439	98,390	30,532	35,530
Due from credit institutions, total	105,439	98,390	30,532	35,530

Note 11 Bonds at fair value

Other mortgage bonds	329,969	267,163	64,748	16,600
Government bonds	-	6,767	-	-
Other bonds	36,772	53,012	21,090	9,727
Bonds at fair value, total	366,741	326,942	85,838	26,327

At year-end 2013, the group had provided bonds at a market value of DKK 40.7 million (2012: DKK 48.0 million) in security of trading in derivatives and securities.

Interest rate risk	3,243	5,767	427	720
--------------------	-------	-------	-----	-----

NOTES

DKK thousand	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
Note 12 Equities etc. at fair value				
Equities/mutual funds listed				
at Nasdaq OMX Copenhagen A/S	24,767	25,822	17,403	10,324
Equities listed at other stock exchanges	23,126	-	-	-
Unlisted equities at fair value	31,885	14,392	31,876	14,390
Total equities etc. at fair value	79,778	40,214	49,279	24,714
Note 13 Interests in associates				
Total acquisition sum at 1 January	-	-	86,485	86,485
Total acquisition cost at 31 December	-	-	86,485	86,485
Revaluations at 1 January	-	-	108,495	51,045
Foreign currency translation	-	-	(43)	(11)
Profit for the year	-	-	137,774	57,461
Dividend	-	-	(30,000)	-
Other movements in capital	-	-	5	-
Revaluations at 31 December	-	-	216,231	108,495
Carrying amount 31 December	-	-	302,716	194,980
Carrying amount 1 January	-	-	194,980	137,530
Note 14 Intangible assets				
Total cost at 1 January	5,942	6,126	354	354
Additions	499	2,935	-	-
Disposals	(464)	(3,119)	(354)	-
Total acquisition sum at 31 December	5,977	5,942	0	354
Amortisation and impairment charges at 1 January	(3,128)	(5,586)	(354)	(354)
Amortisation charges for the year	(656)	(662)	-	-
Impairment charges for the year	464	3,120	354	-
Amortisation and impairment charges at 31 December	(3,320)	(3,128)	0	(354)
Carrying amount at 31 December	2,657	2,814	0	-
Carrying amount at 1 January	2,814	540	-	-

NOTES

DKK thousand	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
Note 15 Other tangible assets				
Total cost at 1 January	11,202	11,050	918	903
Additions	1,149	942	-	15
Disposals	(1,398)	(790)	-	-
Total cost at 31 December	10,953	11,202	918	918
Depreciation and impairment charges at 1 January	(6,565)	(4,721)	(638)	(434)
Depreciation charges for the year	(2,609)	(2,634)	(200)	(204)
Reversals of depreciation charges	996	790	-	-
Depreciation and impairment charges at 31 December	(8,178)	(6,565)	(838)	(638)
Carrying amount at 31 December	2,775	4,637	80	280
Carrying amount at 1 January	4,637	6,329	280	469
Note 16 Other assets				
Various debtors	34,811	25,761	-	2,183
Positive fair value of derivatives etc.	865	778	249	361
Interest due	4,569	4,106	862	355
Other assets	1,851	1,178	937	890
Other assets, total	42,096	31,823	2,048	3,789
Various debtors include accounts with group enterprises worth	-	-	-	1,982

Note 17 Contingent assets

Fondsmæglerselskabet Maj Invest A/S has made a number of investment management agreements involving payment of a performance-based management fee. This means that if a return exceeds an agreed level, Fondsmæglerselskabet Maj Invest A/S will earn a share of such return by way of a performance-based management fee. Such fees are typically computed on a quarterly basis and may also fall due for quarterly payment. However, the payment of such fees cannot exceed the fee to which Fondsmæglerselskabet Maj Invest A/S is certain to be entitled.

At 31 December 2013, our performance-based fee amounted to approx. DKK 291 million (at 31 December 2012: approx. DKK 274 million) after provisions.

NOTES

DKK thousand	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
Note 18 Other liabilities				
Various creditors	19,444	13,474	1,040	1,764
Negative fair values of derivatives etc.	149	485	-	-
Accrued interest and commissions	233	928	-	18
Buyback obligation, own shares	15,000	15,000	15,000	15,000
Other liabilities	43,674	47,041	3,344	4,086
Other liabilities, total	78,500	76,928	19,384	20,868

Various creditors include accounts with group enterprises worth

-	-	4	-
---	---	---	---

Note 19 Other provisions

Other provisions concern bonuses relating to performance-based management fees recognised in the income statement.

Note 20 Subordinated debt

Hybrid capital:

Bullet loan at variable rate of interest in DKK - non-amortisable (raised 13.11.2006) (A)

10,000	10,000	-	-
Total hybrid capital	10,000	10,000	-

Tier 2 capital:

Bullet loan at variable rate of interest in DKK with maturity 01.10.2022 (raised 29.07.2011) (B)

-	40,000	-	-
Bullet loan at variable rate of interest in DKK with maturity 01.10.2022 (raised 29.07.2011) (B)	-	40,000	-

Total tier 2 capital	-	80,000	-
-----------------------------	----------	---------------	----------

Total subordinated debt	10,000	90,000	-
--------------------------------	---------------	---------------	----------

The entire subordinated debt is recognised in the capital base.

(A) Interest is 3-month CIBOR plus 2.25 percentage points until 1 February 2017. Subsequently, interest will be 3-month CIBOR plus 3.25 percentage points. Interest expenses for 2013 amounted to DKK 257,000 (2012: DKK 304,000).

(B) The loans were redeemed before maturity in 2013. Interest expenses for 2013 amounted to DKK 2,886,000 (2012: DKK 3,844,000).

NOTES

DKK thousand	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
Note 21 Contingent liabilities				
Guarantees etc.:				
Other guarantees (participation in the Danish Guarantee Fund for Depositors (Indskydergarantifonden))				
	396	511	-	-
Total guarantees etc.	396	511	-	-
Other contingent liabilities:				
Other liabilities (commitments to invest in capital funds)	48,949	57,606	48,861	57,509
Contingent liabilities, total	48,949	57,606	48,861	57,509

The company is jointly registered concerning vat and payroll tax payable under the Danish Financial Services Payroll Tax Act with Fondsmæglerselskabet Maj Invest A/S and jointly liable for any payments in respect thereof. The company is also jointly taxable with all group entities residing in Denmark. Being the administration company, we are jointly and severally liable with the other entities in the joint taxation scheme in respect of Danish corporation tax and withholding taxes on dividends, interest income and royalties. For 2013 the jointly taxed entities have a current tax liability of DKK 4,565,000.

The company has entered a tenancy agreement for the premises Gammeltorv 18. The agreement is terminable at six months' notice by either party, although the company cannot terminate it before 1 October 2016. The landlord cannot terminate the tenancy until 1 October 2021.

The total rent obligation in the non-terminable period is:

DKK thousand	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
In year one	4,622	4,555	462	456
Between one and five years	8,361	13,053	836	1,305
Total	12,983	17,608	1,298	1,761

The Group has renewed the agreement concerning a securities trading system. The new agreement runs until 30 September 2019.

DKK thousand	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
In year one	457	472	-	-
Between one and five years	1,920	2,357	-	-
After five years	378	354	-	-
Total	2,755	3,183	-	-
Contingent liabilities, total	15,738	20,791	1,298	1,761

NOTES

DKK thousand	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
Note 22 Capital base				
Shareholders' equity	450,014	260,166	449,971	260,125
Total tier 1 capital	450,014	260,166	449,971	260,125
Primary deductions				
Proposed dividend	(45,438)	-	(45,438)	-
Intangible assets	(2,657)	(2,814)	-	-
Deferred capitalised tax assets	-	-	(45)	(24)
Tier 1 capital after primary deductions	401,919	257,352	404,488	260,101
Hybrid capital	10,000	10,000	-	-
Total tier 1 capital incl. hybrid capital after primary deductions	411,919	267,352	404,488	260,101
Other deductions in tier 1 capital	(758)	-	-	-
Total tier 1 capital (incl. hybrid capital) after deductions	411,161	267,352	404,488	260,101
Tier 2 capital	-	80,000	-	-
Total capital base after deductions	411,161	347,352	404,488	260,101
Note 23 Group overview				
	Equity interest	Shareholders' equity	Net profit after tax	
Consolidated subsidiaries				
Fondsmæglerselskabet Maj Invest A/S, Copenhagen	100%	299,393	136,758	
Maj Invest Equity A/S, Copenhagen	100%	2,194	1,013	
Danish Microfinance Partners Management ApS, Copenhagen	55%	93	3	
Management Equity Vietnam I ApS, Copenhagen	100%	316	13	
Maj Invest Vietnam Management Consultancy LLC, Ho Chi Minh City, Vietnam	100%	761	(12)	

Shareholders' equity and results are based on the companies' most recently approved annual reports. The equity and results of Maj Invest Vietnam Management Consultancy LLC are based on non-audited financial statements. Subsidiaries of consolidated subsidiaries are not included in the group overview but their results are included in the results of the consolidated subsidiaries.

For a full group overview, please see the group chart in the management's review on page 18.

NOTES

Note 24 Related parties and ownership

Other related parties

The group's related parties include the members of our board of directors and our executive board and their related family members. Related parties also comprise companies in which the persons mentioned above hold significant interests. The chairman of the board of directors is the CEO of Chr. Augustinus Fabrikker Aktieselskab, which is a client of Fondsmæglerselskabet Maj Invest A/S. All services are settled on an arm's-length basis. The vice chairman is the CEO of PKA A/S, which administers pension funds and which is a shareholder of Maj Invest Holding A/S, and a client of Fondsmæglerselskabet Maj Invest A/S. Agreements have been made for providing investment consultancy services etc. on an arm's-length basis.

The group has not raised any loans or provided any security, collateral or guarantees on behalf of executive board members, directors or their related family members, or companies in which they hold significant interests.

The chairman of the board, member of the board Peter Korsholm and the three directors elected by staff own shares in Maj Invest Holding A/S. The executive board and/or companies in which executive board members hold significant interests own shares and warrants in Maj Invest Holding A/S.

In 2013, Maj Invest Holding A/S sold own shares to the following related parties: The chairman of the board, pension funds administered by PKA A/S and the three directors elected by corporate staff. All members of the executive board or companies which are related parties of the executive board members have also acquired shares in Maj Invest Holding A/S.

All shares were sold at their fair value at the time of sale.

Ownership

In compliance with the Danish Companies Act, sections 55 and 56, the following shareholders have been entered in the company's register of shareholders as holding minimum 5 per cent of the company capital or minimum 5 per cent of the voting rights of the company capital (not adjusted for own shares):

Jeppe Christiansen and Emlika ApS, which is owned by Jeppe Christiansen, both Virum
 Erik Holm and Erik Holm Holding ApS, which is owned by Erik Holm, both Hellerup
 Realdania, Copenhagen
 Pensionskassen for Sygeplejersker, Hellerup
 Pensionskassen for Sundhedsfaglige, Hellerup

Note 25 Financial instruments and risks

Objectives and risk policies

The board of directors has provided guidelines in respect of the types of risk that the group may be exposed to. These guidelines include identification, management, control and reporting of risks. The guidelines are supported by a number of routines and in the subsidiary Fondsmæglerselskabet Maj Invest A/S also by a number of business procedures. Moreover the directors of Fondsmæglerselskabet Maj Invest A/S have formulated corporate policies relating to market risks, liquidity, credit, insurance cover of risks, and operational risks. Together with the corporate policies established by the subsidiary Fondsmæglerselskabet Maj Invest A/S the guidelines and procedures constitute the group's risk policy. Our risk policy includes a decentralised function identifying risks at various levels in the group enabling a current assessment of any consequences as well as ensuring that the group's capital and capital ratio requirements always comply with statutory requirements and identified risks.

NOTES

Note 25 cont.

To ensure efficient management of our risk policy, we have segregated the function in charge of business and the function responsible for managing and monitoring the various types of risk.

Market and liquidity risks

The group's market risks are related to our activities in Markets in Fondsmæglerselskabet Maj Invest A/S and to the group's surplus liquidity investments.

The directors have set up a general framework in respect of market risks.

The framework for investing consolidated liquidity is wide in areas where the risk is considered small and narrow in less liquid areas of investment and/or investments involving larger credit risks. The framework is used in combination with the positive lists drawn up by the directors as regards approved financial institutions and countries. Exposures outside these positive lists have a higher risk weighting and a lower investment frame than do exposures on the positive lists. This helps reduce the market risks and ensure that we have liquid assets in the form of a large holding of securities that are easily realisable.

Liquidity risks

The group's liquidity must always be sufficient. We have a framework determining the portion of consolidated liquidity that may be placed in fixed-term deposits and the maximum term.

Although our liquidity risk is considered insignificant due to our generally very large surplus liquidity, the directors of Fondsmæglerselskabet Maj Invest A/S have drawn up a liquidity plan (emergency plan) for any liquidity crises. This plan may also be applied at group level. The liquidity plan has not been used so far.

Interest rate risk

This risk is a result of the investments of consolidated surplus liquidity in the form of deposits in financial service institutions and bond markets. The directors have set up a maximum framework in respect of our interest rate risk on bond portfolios and a total interest rate risk for the group as a whole. A very large portion of our investments are short-term investment. Interest rate risks are modest compared with shareholders' equity and our capital base.

Interest rate risks	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
Interest rate risks (DKK thousand)	3,242	5,754	427	720
In % of year-end shareholders' equity	0.7%	2.2%	0.1%	0.3%
In % of year-end capital base	0.8%	1.7%	0.1%	0.3%

In the current management and monitoring of interest rate risks, we use a duration model based on the Danish FSA's guidelines.

Equity risks

The framework in respect of equity risks are limited by positions in single equities, types of equities including mutual funds and a total limit on equity exposures.

NOTES

Note 25 cont.

The widest framework is in listed equities and mutual funds to take into account our activities in Markets in Fonds-mæglerselskabet Maj Invest A/S.

Via separate investment frameworks, the group can also invest in private equity products and long-short investment funds for which the group acts as investment advisor. This provides investors with a high degree of corporate commitment concerning the products we offer. The group's holdings of interests in listed Danish equities and mutual funds, foreign equities and mutual funds as well as unlisted investments are seen below.

31.12.2013	Group			Parent		
	DKK thousand	In % of year-end equity	In % of year-end cap. base	DKK thousand	In % of year-end equity	In % of year-end cap. base
Equities etc. at fair value						
Listed equities in the trading portfolio	88	0.0%	0.0%	-	-	-
Mutual fund units in the trading portfolio	7,276	1.6%	1.8%	-	-	-
Listed equities outside the trading portfolio	40,529	9.0%	9.9%	17,403	3.9%	4.3%
Unlisted equities and mutual fund units	21,423	4.8%	5.2%	21,423	4.8%	5.3%
Holdings in private equity funds	10,462	2.3%	2.5%	10,453	2.3%	2.6%
Total equities etc. at fair value	79,778	17.7%	19.4%	49,279	11.0%	12.2%

31.12.2012	Group			Parent		
	DKK thousand	In % of year-end equity	In % of year-end cap. base	DKK thousand	In % of year-end equity	In % of year-end cap. base
Equities etc. at fair value						
Listed equities in the trading portfolio	151	0.1%	0.0%	-	-	-
Mutual fund units in the trading portfolio	6,176	2.4%	1.8%	-	-	-
Listed equities outside the trading portfolio	19,495	7.5%	5.6%	10,324	4.0%	4.0%
Unlisted equities and mutual fund units	10,662	4.1%	3.1%	10,662	4.1%	4.1%
Holdings in private equity funds	3,730	1.4%	1.1%	3,728	1.4%	1.4%
Total equities etc. at fair value	40,214	15.5%	11.6%	24,714	9.5%	9.5%

NOTES

Note 25 cont.

Currency risk

Currency risks relate to our liquidity investments in securities and increasingly to the group's activities abroad as a consequence of the international strategy defined with a view to selling selected products to international clients.

Forward exchange contracts are used for hedging of certain positions.

We have a moderate framework for unhedged foreign exchange positions, and a framework for currency positions combined with foreign exchange hedging. This provides an upper limit for currency positions even if risks are hedged.

As a result of the Danish fixed rate policy vis-a-vis the euro, we do not have any framework as regards the euro.

The group's currency risk is limited and shown in the table below.

Exchange rate risks	Group		Parent	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
Exchange rate risks (DKK thousand)	3,019	2,152	2,363	1,493
In % of year-end shareholders' equity	0.7%	0.8%	0.5%	0.6%
In % of year-end capital base	0.7%	0.6%	0.6%	0.6%

Counterparty risk

The corporate securities brokers in Fondsmæglerselskabet Maj Invest A/S trade daily on behalf of our clients and for our own portfolios. Our counterparties are therefore other securities brokers or market participants and/or clients. Transactions in Markets are exclusively spot transactions. Trade in listed derivatives is limited and exclusively for our own portfolios.

Credit risks

The group's credit risks concern receivables from clients and market and liquidity-related transactions. Our credit risks are subject to a framework given by the board of directors. The size of our credit risk framework is lower than the framework allowed by law both as regards individual transactions and the group's overall credit exposure.

Our clients are institutional investors and financially solid clients. Many of our clients pay in advance and clients that do not, are regulated by fixed and short intervals. Our credit risk in respect of clients is considered insignificant.

The framework for the group's market and liquidity-related transactions is set up so that it is wider where the risk is considered smallest and narrower for less liquid investments and/or investments involving higher credit risk. The directors have drawn up positive lists of approved financial institutions and countries for investment in money and bond markets. The framework is restricted in respect of exposures with financial counterparties that are not on the positive lists.

Reporting and monitoring of risks

The group's financial positions are recorded in a trading system for activities in Markets and a standard portfolio system for our own positions not related to our trading activities in Markets.

NOTES

Note 25 cont.

We have invested substantial resources in computer systems for the management and identification of risks in order to currently monitor and control such risks.

Accounting & Risk Management and Middle Office have online access to our trading system and are able to see all transactions and positions in the system. The trading and finance systems are integrated, the latter being responsible for bookkeeping of transactions.

Middle Office administers a portfolio management system, which includes transactions and positions in respect of our own portfolio activities not associated with Markets.

Control, reconciliation and bookkeeping are made on a day-to-day basis in both computer systems and checked against the company's finance system. Transactions are recorded and reconciled to the settled transactions and the group's custody accounts in external banks and bank accounts.

We also regularly check the prices of positions which the group has with external parties such as depository banks, stock exchanges or similar institutions.

Based on the risk management module of our trading system and withdrawals from accounts and custody accounts, a daily report is prepared showing earnings, positions, risks and utilisation of lines concerning the Markets activities of Fondsmæglerselskabet Maj Invest A/S. This report is submitted to Markets and the executive board of Fondsmæglerselskabet Maj Invest A/S.

Middle Office delivers currently reconciled data from the portfolio management system to Accounting & Risk Management, which monitors the corporate investment framework.

On the basis of data from the trading system, the portfolio management system and extracts from our finance system, Accounting & Risk Management currently reports to the executive board on the overall market, credit risks and liquidity. Directors receive reports once every three months.

STATEMENTS

STATEMENT BY MANAGEMENT

The board of directors and the executive board have today considered and approved the annual report for Maj Invest Holding A/S for the year ended 31 December 2013.

The board of directors and the executive board hereby declare that we are of the opinion that:

- The consolidated financial statements have been prepared in accordance with the Danish Financial Business Act and the company's articles of association.
- The financial statements give a true and fair view of the group's and the parent's assets, liabilities and financial position at 31 December 2013 and of the results of the parent's and the group's activities for the 2013 financial year.
- The management's review includes a fair report of developments in the parent's and the group's activities and financial position and describes the significant risks and any uncertainty factors that may affect the parent or the group.

The annual report will be submitted to the general meeting for approval.

Copenhagen, 26 February 2014

EXECUTIVE BOARD

Jeppe Christiansen
CEO

Erik Holm
Managing Director

Henrik Parkhøj
Managing Director

Steffen Stæhr
CFO

BOARD OF DIRECTORS

Tommy Pedersen
Chairman

Peter Damgaard Jensen
Vice Chairman

Hans Jensen

Peter Korsholm

Ruth Schade

Klaus Bentin

Ken Bamberg Ernstsen

Morten Rask Nymark

INDEPENDENT AUDITORS' REPORT

TO THE SHAREHOLDERS OF MAJ INVEST HOLDING A/S

INDEPENDENT AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS AND THE PARENT COMPANY FINANCIAL STATEMENTS

We have audited the consolidated financial statements and the parent company financial statements of Maj Invest Holding A/S for the financial year 1 January – 31 December 2013. The consolidated financial statements and the parent company financial statements comprise income statement, statement of comprehensive income, balance sheet, statement of changes in equity and notes for the Group as well as for the parent company. The consolidated financial statements and the parent company financial statements are prepared in accordance with the Danish Financial Business Act.

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AND THE PARENT COMPANY FINANCIAL STATEMENTS

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

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on the consolidated financial statements and the parent company financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and additional requirements under Danish audit regulation. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the consolidated financial statements and the parent company financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements and the parent company financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the consolidated financial statements and the parent company financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Company's preparation of consolidated financial statements and parent company financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the overall presentation of the consolidated financial statements and the parent company financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit has not resulted in any qualification.

OPINION

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the Group's and the parent company's financial position at 31 December 2013 and of the results of the Group's and the parent company's operations for the financial year 1 January – 31 December 2013 in accordance with the Danish Financial Business Act.

STATEMENT ON THE MANAGEMENT'S REVIEW

Pursuant to the Danish Financial Business Act, we have read the Management's review. We have not performed any further procedures in addition to the audit of the consolidated financial statements and the parent company financial statements. On this basis, it is our opinion that the information provided in the Management's review is consistent with the consolidated financial statements and the parent company financial statements.

Copenhagen, 26 February 2014

KPMG

Statsautoriseret Revisionspartnerselskab

Lars Rhod Søndergaard
State Authorised
Public Accountant

Ole Karstensen
State Authorised
Public Accountant

THIS PAGE INTENTIONALLY LEFT BLANK





MAJ INVEST --- HOLDING

MAJ INVEST HOLDING A/S
Gammeltorv 18
DK-1457 Copenhagen K
Phone +45 33 38 73 00
www.majinvest.com

CVR no. 28 29 54 80