

EVRY

Digital
+ Advantage



ANNUAL REPORT 2017

Culture for
innovation & growth

A culture for innovation & growth

In 2017 EVRY worked on creating a strong growth culture and developed new growth areas in a targeted manner while also investing in its existing service portfolio. It also sought to accelerate progress by recruiting a significant number of people with expertise in areas of technology such as artificial intelligence, robotisation, machine learning and the internet of things.

EVRY's future growth depends on creating a culture that attracts the best people, both in terms of expertise and their ability to work collaboratively. Our objective is to help our customers to improve the user experience they offer and to become more attractive and competitive in today's quickly evolving world. To be the best at value-adding digital services, it is people, expertise and collaboration that are crucial.

This annual report sets out not only our strategy, organisational structure and financial results, but also other matters that are important to EVRY, from our effect on wider society to our business plan and internal matters. It consequently provides integrated reporting on sustainability and corporate social responsibility, and is intended to provide an overview of our business as it is today and to show where we are heading over the coming years.

This annual report is published in both Norwegian and English. In the event of any discrepancy between the two versions, the Norwegian version shall prevail.



EVERY is a leading Nordic IT company. Its in-depth technological insight and commercial understanding make it a driver for innovation and modernisation. Thanks to its local presence, EVERY develops customer-centric solutions that provide digital advantage, modernise business processes and make IT more efficient. The company is the force behind a range of innovations that are streamlining and simplifying society. Every day over five million people in the Nordic region use services delivered by EVERY.

Content

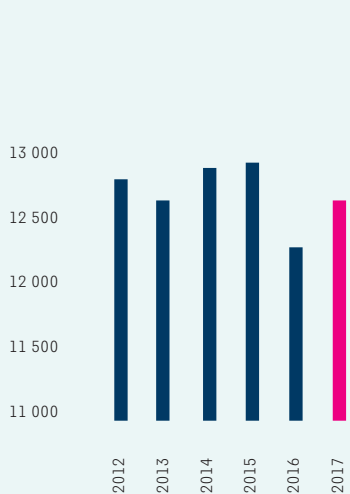
Key information	4
EVRY IN BRIEF	
CEO letter	8
Vision, values and business goals	12
Main features in 2017	14
We are shaping the future, today	16
Digital advantage for customers	22
BUSINESS PLAN	
Culture for innovation	28
Get the basics right	30
Operational excellence	34
Customer centricity	40
Employee engagement & culture	44
Innovation	48
INVESTOR INFORMATION	
CFO letter	54
The EVRY share	58
Key figures	62
Alternative performance measures	64
BUSINESS REPORT	
About EVRY	70
Business areas	74
FROM THE BOARDROOM	
The Board of Directors of EVRY	82
Corporate governance	84
Report from the Board of Directors 2017	90
ANNUAL ACCOUNTS AND NOTES	
Group annual accounts	101
Annual accounts EVRY ASA	146
Auditor's report	156

The EVRY Annual Report 2017 is also available at investor.evry.com

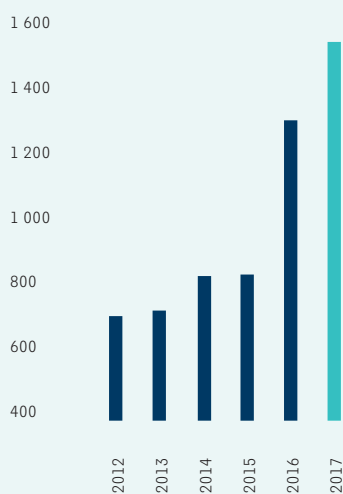
Key figures

	2017	2016	2015	2014	2013	2012
Operating revenue (NOK million)	12 596	12 246	12 860	12 773	12 600	12 731
Adjusted EBITA (NOK million)	1 569	1 322	811	813	764	691
Adjusted EBITA-margin	12.5%	10.8%	6.3%	6.4%	6.1%	5.4%
Adjusted cash flow from operations (NOK million)	1 272	1 280	1 002	1 068	1 099	807
Order backlog (NOK bn)	18.0	20.8	17.1	18.0	16.6	15.3
No. of employees	8 545	8 864	9 422	10 350	10 323	9 873
Employee satisfaction (total score 100)	81.6	80.1	75.4	n/a	n/a	n/a
Customer satisfaction (total score 100)	75	77	75	73	70	69
Environmental performance (CDP)	A-	A	97	91	89	78

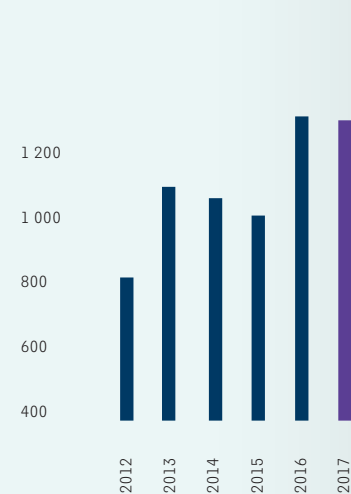
OPERATING REVENUE NOK MILLION



ADJUSTED EBITA NOK MILLION



ADJUSTED CASH FLOW FROM OPERATIONS NOK MILLION

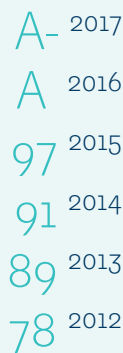


OUR INDUSTRIES

- Financial services: Innovating IT today, defining banking for tomorrow
- Insurance: Secure digital insurance operations
- Public sector: Smart solutions for making public sector more efficient
- Healthcare sector: Solutions for simplifying patient care
- Retail: Smart solutions for open, dialogue-based and digital retailing
- Transport & logistics: Solutions for a seamless customer experience
- Energy: A complete spectrum of services adapted to the sector's needs
- Manufacturing & production: Increasing productivity through digital business processes
- Communications, tech & media: Creating digital advantage by focusing on the customer's customer
- Service industries: Transformative solutions for leveraging digitalisation

OUR ENVIRONMENTAL PERFORMANCE

Carbon Disclosure Project (CDP) scores, which indicate companies' environmental performance.



NOK 18.0^{BN}
Order backlog



75
Customer satisfaction



8 545
Number of employees



81.6
Employee satisfaction



28%
Female employees in the Nordic region



OPERATING REVENUE 2017

- EVERY Norway 47%
- EVERY Sweden 27%
- EVERY Financial Services 26%



EVERY in Brief

CEO letter	8
Vision, values and business goals	12
Main features in 2017	14
We are shaping the future, today	16
Digital advantage for customers	22





"The measures we are implementing to increase customer centricity and improve collaboration across our organisation are strong drivers for the development of the company's corporate culture. Diversity with regard to expertise, gender and age are significant factors in this."

BJÖRN IVROTH
CEO



CEO LETTER

We are building a growth culture

Since 2015 EVRY has followed a business plan that is intended to turn it into the Nordic region's leading IT company. In 2017 we implemented new measures to help realise this ambition.

In 2015 and 2016 our primary focus was on making the necessary structural changes and creating a cost base that was in line with the company's revenue. From the end of 2016 and through 2017, we were able to shift our focus to achieving growth from our existing services portfolio and to developing new growth areas.

We have summarised our business plan into three focus areas: customer centricity, collaboration, and culture. These areas are closely interrelated, and it is crucial for future value creation that we become stronger in all three.

In order to create digital advantage for our customers, we need to understand the challenges facing them over the long term as well as the short term. We need to have insight into our customers' markets and to understand the drivers affecting demand from our customers' customers. We know and have confirmed through experience that collaboration is key to achieving this, both in our relationships with our customers and internally at EVRY. Digital solutions that give customers a competitive advantage are, as a rule,

the result of interdisciplinary processes and fruitful collaboration between a variety of different solutions teams. When we combine expertise from our vertical focus areas with future-oriented technologies, we develop new solutions that add value. Our work on automated solutions for processing building approval applications with the municipalities of Kongsberg and Bodø is a good example of this.

Our three focus areas are also a clear recognition of the fact that it is not technology that limits the opportunity space for our innovation and potential value creation. It is people, knowledge, and collaboration that are crucial for our success. At EVRY, we survey employee satisfaction and engagement every quarter. The results of these surveys are not only a continual reminder of the fundamental role played by our employees, but are also a concrete tool for EVRY's managers in their quest for improvement. In the period since the first survey in the fourth quarter of 2015 through to the fourth quarter of 2017, the overall score has increased from 75.4 to 81.6, on a scale of 100. →

The explanation for this progress lies in the simple fact that we have stuck to our business plan from 2015 and delivered on most of our targets. We have set a clear ambition for the company, and have built up expertise in areas that are important to achieving our vision of “creating digital advantage for tomorrow’s leaders”. We have invested in expertise and concepts such as the Innovation Lab, the Strategic Design Lab, and Cognitive Services. We have recruited several hundred digitally talented people, including through our very popular internship program. We have also worked hard on collaboration. Collaboration agreements with global partners and new ways of working with customers, including strategic design, are important elements of this.

Internally our target is to increase collaboration across business areas and geographies. We are working actively on being better at drawing on all the expertise we possess. In 2017 we implemented an organisational change designed to support collaboration, which was setting up the Digital Platform Services business area. This business area develops and delivers solutions across our geographies and market units and brings together infrastructure services, cloud services and cognitive services.

One of the major contracts EVRY landed in 2017 was won because we thought outside our organisational boxes and reporting lines. We beat the global companies competing for the assignment by combining the expertise and delivery capabilities of EVRY Norway, EVRY Sweden, EVRY Strategic Design Lab, our partner Method and our subsidiary BEKK Consulting.

The measures we are implementing to increase customer centricity and improve collaboration across our organisation are strong drivers for the development of the company’s corporate culture. Diversity with regard to expertise, gender

and age are significant factors in this. This in turn also influences how we see the task of managing the company and what it takes to give knowledgeable and ambitious employees an arena in which to grow and develop. Greater flexibility and a flatter hierarchy are something that both our younger and older employees would like to see. This naturally fits well with the desire for a greater level of interdisciplinary collaboration and our passion for providing customers with value-adding solutions.

In summary, we are sitting on resources that we need to be even better at developing and managing. EVRY’s future growth depends on us creating an exciting and aspirational culture that attracts the best people, both in terms of expertise and the ability to work collaboratively. This means that those of us who lead the company must also give our people even greater freedom and responsibility when taking decisions involving customers. A culture in which decisions are decentralised requires us to have a strong set of shared values and strong structural capital and governance mechanisms. These are areas that will be high on the agenda of all of EVRY’s managers in 2018. The technology is there, our partners are on board, we are able to recruit highly knowledgeable workers, and we have customers who expect more from us. In 2017 we intensified our work on creating a strong growth culture at EVRY. We are beginning to reap the benefits of this work, which will continue with even greater vigour in 2018.



Björn Ivroth
CEO



"EVERY's future growth depends on us creating an exciting and aspirational culture that attracts the best people, both in terms of expertise and the ability to work collaboratively."



Vision, values and business goals

VISION



Creating digital advantage
for tomorrow's leaders

BUSINESS CONCEPT

Together, we identify opportunities and deliver superior solutions, creating tangible value for our customers and society as a whole

VALUES

- Anticipate needs
- Go beyond expectations
- Perform together
- Empower and inspire

BUSINESS GOALS



Continuously enhance and increase customer satisfaction across all business areas



Continue to increase profitability across all business areas by deploying best practices and exploiting innovations and new technologies

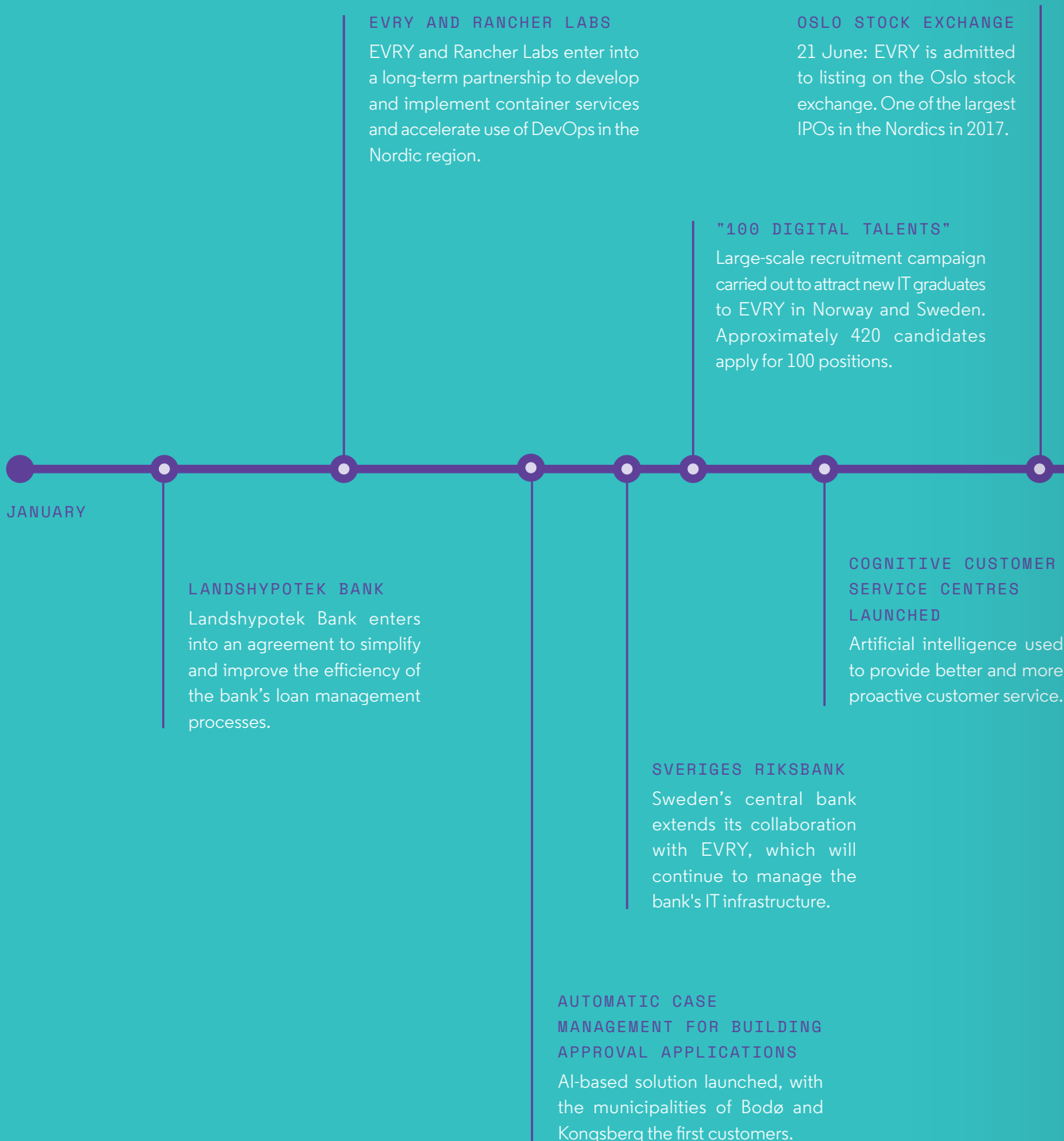


Leverage our extensive customer base and strong portfolio of products and services across all business areas to further accelerate organic growth



Attract, develop and retain the most highly motivated, committed and skilled employees in the industry

Main features in 2017



EVERY DIGITAL PLATFORM SERVICES

EVERY's Cloud Services, Operations and Global Delivery units are brought together to form a new business area, Digital Platform Services.

AKTIA BANK

Aktia Bank enters into an agreement covering the entire card payment value chain.

FJELLINJEN

The Fjellinjen toll road company starts using EVERY robots to automate the 50,000 email enquiries it receives annually.

TIER 3 CERTIFICATION

EVERY's cloud-based data centre in Fet satisfies high international quality requirements and obtains Tier 3 Certification from the Uptime Institute.

SYSTEMBOLAGET

Systembolaget renews its collaboration with EVERY and sets ambition of transitioning from traditional IT solutions to cloud-based platforms.

STATOIL

Statoil enters into a five-year framework agreement that includes the purchase of consulting services, including in data science and analytics, artificial intelligence, machine learning, robotics and the internet of things.

DECEMBER

VIPPS

Vipps and EVERY enter into a strategic collaboration in relation to Vipps Invoice in order to enable private individuals to use the Vipps app instead of physical invoices.

MICROSOFT'S AZURE STACK LAUNCHES GLOBALLY

Having been a key partner in the development of the Azure Stack private cloud platform, EVERY becomes one of the first companies in the world to offer the solution.

SBANKEN

SBanken chooses EVERY for another five years, entering into a comprehensive agreement that will see EVERY deliver online banking and next-generation core banking solutions.



We are shaping the future, today

EVERY is always on the lookout for technologies and solutions that give its customers a commercial advantage. New technology is creating new opportunities, and EVERY is firmly focused on innovation, expertise and corporate culture in order to develop new digital services that will help shape the future.

"EVERY's investment in its Innovation Lab is giving talented young people the chance to try their hand at working on digital questions related to real customer challenges."

TONIE MARIE WAHLSTRØM

Head of EVERY Innovation Lab



We are moving into an era of major digital transformation. Once a technology matures, its rate of adoption increases dramatically across business and industry, the public sector, and society in general.

Artificial intelligence is set to be a major driving force for digitalisation in the future, and will take the form of a range of technologies associated with sensor information, image interpretation, speech recognition, language processing, machine learning, cognitive computing and robotics, for example. These technologies will be important in the years ahead, and EVERY is working widely across all these new areas.

DIGITAL TALENT TO SHAPE THE FUTURE

EVERY's value proposition for its employees is "Shape the future today". In 2017 EVERY helped shape the future more than ever before. The company invested actively in talent, and recruited a number of new employees whose expertise lies in new important areas of technology such as blockchain, artificial intelligence, augmented reality, robotisation, machine learning and the internet of things.

EVERY's investment in its Innovation Lab is giving talented young people the chance to try their hand at working on

digital questions related to real customer challenges. EVERY's investment in cognitive solutions means it now has more than 60 dedicated staff whose primary area of work is cognitive solutions. The EVERY Strategic Design Lab brings together teams specialising in the areas of management consultancy, service design, customer experience and digital solutions in order to strengthen its customers' competitiveness.

EVERY will further intensify its high level of investment in new technology and service development in the years ahead. EVERY is in a unique position in terms of its ability to create digital advantage not only for its customers but also for society and all users of digital services.

COGNITIVE EXPERTISE

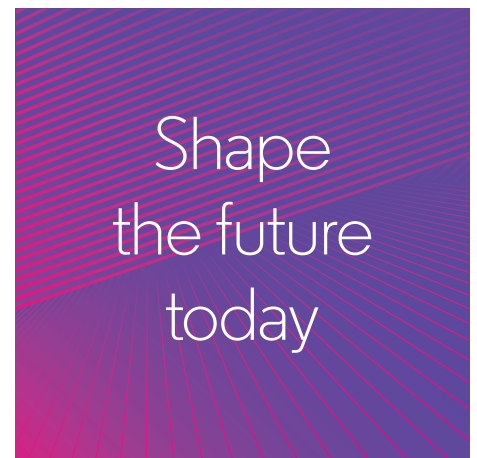
Cognitive computing, which is to say systems that are capable of understanding and processing symbolic and conceptual information, is one area of technology in which EVERY has built up and is continuing to develop significant expertise. Implementing cognitive solutions creates win-win scenarios for customers and their end-users. Cognitive solutions help organisations to use their data to generate meaningful insight that enables them to offer more relevant and customised services.

The banking sector, in which EVERY is uniquely positioned, is but one of many

industries that has significant potential to benefit from this field. Customers expect seamless and simple digital services on their preferred channel. In order to meet their expectations and to be competitive in the market, banks need solutions that enable them to become better at understanding and using their data. Cognitive solutions can generate valuable insight from internal and external customer data. This insight can then be used to provide much more personal and individual advice, and can also be used by virtual assistants or chatbots.

ROBOT RECRUITERS HIRE MORE WOMEN

EVERY is working on a range of digitalisation projects and often uses its own organisation to test out and pilot new →





"From a management perspective, artificial intelligence may lead to better decisions that are more based on data. It also offers the potential to make operations more automated. Artificial intelligence can perform routine tasks, enabling employees to use their time more productively."

BJØRN EDVARD FOGH

Consultant, Technology Consulting – Norway

"My work primarily concerns the EU's new General Data Protection Regulation and helping customers to adapt to it. In addition to setting up systems, routines and processes that meet the new requirements, we are helping customers to find new business opportunities generated by the regulation."

LINDA KLAMER

Junior Consultant, Project Management & Test and Quality Services – Sweden



solutions. In 2017 EVERY used a robot in its recruitment activities, which proved to be very successful. In a first phase, robotics in the form of a game-based aptitude test was used to assess candidates' logical reasoning skills and complex problem-solving abilities. The second phase consisted of a personality test, and the third phase was a video interview in which candidates were asked questions on digitalisation. The robot was particularly involved in the

first and second phases of the selection process. The most important criteria the robot was tasked to find were personal characteristics associated with continuous development and learning. It was also tasked with looking for logical reasoning and mathematical understanding, as well as the ability to learn new things quickly.

This objective way of screening candidates led to EVERY identifying more female candidates for the final round of

recruitment, which is very positive in a male-dominated industry. 33 percent of the 600 people who joined EVERY in 2017 were women. In the young new graduates category, 40 percent of new recruits were women, which compares with an industry average of 24 percent.

DIGITAL LIFE

Digitalisation, innovation and disruptive business models are regularly discussed by the media. Behind the

"I work on what at EVRY we call emerging technologies, which is everything from the internet of things to machine learning, artificial intelligence, augmented reality and software robots. My role as a strategic advisor to customers is to put these technologies into a context that creates meaning and generates value."

ELIN HAUGE

Head of Emerging Tech Navigators – Norway



"Above all, what we do is strive to make our customers into shining examples in their industry, increasing their competitiveness and often also benefiting society."

TORBJØRN MATTON

Sales Executive, Retail, Transport and Logistics
Sweden



headlines, visions and frightening future scenarios, there is a fairly rational world – people's everyday lives. We are told that change is happening more and more quickly and that digitalisation will affect us all. But what do people really think about this? In 2017 EVRY investigated people's day-to-day digital lives and used focus groups and representative surveys in Norway and Sweden to discover people's attitudes to and thoughts on digitalisation, automated

services, robotics and artificial intelligence.

Our findings were that people are more confused than enlightened by buzzwords and modern terminology. However, although people are not much interested in technology trends and terminology, they are interested in the concrete benefits of digitalisation. Everyone wants to save time, to queue less, and to be free to carry out tasks when it suits them. Over half of the

population of Norway and Sweden also think that digital services make it easier for them to organise family activities. People in Norway and Sweden are not interested in technology for technology's sake, but rather for how it makes the services they use better, more accessible, less time-consuming, less complicated and cheaper. Over half of the population of Norway and Sweden also think that digital services make it easier for them to organise family activities, →

and view social media as enriching their day-to-day lives.

People in Norway and Sweden are not interested in technology for technology's sake, but rather for how it makes the services they use better, more accessible, less time-consuming, less complicated and cheaper.

A DIGITALISED SOCIETY

The speed at which Norwegian society is digitalising is increasing. EVRY is

an important motor for this progress. In the years ahead, the digitalisation of society will expand into ever more areas, yielding many benefits. Government organisations, municipalities and private individuals are launching new digital solutions and services that are simplifying and improving people's day-to-day lives. Examples include the digitalised measurement of energy consumption and the ways in which this information can facilitate

smarter energy usage. Knowing more about people's travel patterns makes smarter planning possible and can help public transport to flow more efficiently. In the waste management area, data can make the way in which rubbish collections are managed smarter, while healthcare services can achieve major efficiency gains by analysing big data. Even plumbers will need to become involved with new technology, potentially through VR glasses that display

"My job is in cloud services and I work closely with big international names like Google, Microsoft, Amazon Web Services and IBM. We work together to strengthen the level of innovation taking place in society and to make new technology more easily accessible."

CECILIA ALLMÉR

Junior Consultant, Sales and Partnerships - Sweden



"EVRY is a company that is ahead of the field in most areas of tech. We work on large solutions that are important not only to society but also to the individual employee at our customers, making their working day simpler through digitalisation."

VINCENT AARDALSBAKKE

Head of Intelligent Automation - Norway

installation diagrams and instructions.

It is important to understand new technology rather than turn one's back on it. EVERY is committed to being a driver for digitalisation, and will work in a targeted way on developing and implementing new customer solutions that deliver gains for society. ■



"EVERY has been a long-standing technology leader. However, to stay relevant and maintain our edge, it is not enough to focus only on tech. We need to take an outside-in perspective and approach - creating value by shifting our focus to the context of our customers."

KAREN DESILVA

Lead Designer, EVERY Strategic Design Lab - Norway

"I work in blockchain, robotics and artificial intelligence, which is a really interesting thing to do at EVERY. We have great relationships with our customers and we also research new ways of developing services, which creates significant value for our customers. "

ARON AZZOUT

Strategic Advisor, Business Quality & Development
Norway



A hand is shown holding a bundle of fiber optic cables. The cables are illuminated from within, creating a vibrant display of blue and red light. The background is a deep, dark blue, which makes the glowing fibers stand out prominently. The overall composition is artistic and futuristic, symbolizing digital technology and data transmission.

Digital advantage for customers

EVERY's customers want to simplify and improve the efficiency of their work processes, to be more competitive, to be better at what they do, to offer a high-quality customer experience, and to achieve better compliance with official regulations in their day-to-day work. EVERY helps its customers to succeed in these areas through new technology.

As a provider of everything from cost-effective cloud services through to modernisation, innovation and new digital services, EVRY facilitates its customers' digital change journeys, helping them to capitalise on the digital advantages offered by new technology.



EVRY provides a broad and extensive delivery portfolio to its customers. Its guiding principle is to always create genuine commercial value and to provide a digital advantage. To succeed

in this, EVRY needs to partner with its customers as closely as possible and to really understand what drives their business as it stands and also what factors are set to influence this in future

BETTER CUSTOMER SERVICE WITH ROBOTS

The Norwegian toll road company Fjellinjen's customer service centre processes a large number of enquiries, and a lot of time is spent on manually processing and updating a number of different systems. It has now worked with EVRY to implement a project that involves a software robot taking over routine tasks carried out at its customer service centre. The technical solution employed is called Robotic Process Automation (RPA), and is based on software from UiPath.

The robot performs tasks in the same systems as the customer service centre's employees, and processes around 2 000 email enquiries a month. This frees up time and also improves the quality of the case management process. The tasks performed by the robot relate to changes to customer profiles such as updating addresses or number plates and also new customer registrations. This enables Fjellinjen's customer service centre to help more customers and to be quicker at responding to requests, while its personnel also have more time for tasks that require individual assessment. Fjellinjen's target is for 50 000 email enquiries to be automated annually.

ROBIN THE ROBOT TAKES ON ROUTINE TASKS

Automating tasks that have fixed rules and are carried out many times is profitable. The Municipality of Stavanger and EVRY have completed a project to automate processes carried out in the municipality's accounting department using robotics. The department's employees used to have to check that every single invoice they received was genuine before submitting it for payment. Now, a software robot called Robin does this job for them. In practice Robin works in the same way as an employee and uses the Municipality's existing systems. This has resulted in the Municipality's workers not having to manually double-check 160 000 invoices. It is estimated that Robin will thus save the municipality about 2 000 working hours per year.

REDUCED PROCESSING TIMES THROUGH AUTOMATED BUILDING APPROVAL APPLICATIONS

In order to reduce the application processing time, to improve collaboration and to reduce costs, the municipalities of Bodø and Kongsberg are working with EVRY to develop, implement and deliver an automated case management system for building approval applications. Automating building approval applications will significantly simplify the way in which residents, local businesses and case managers interact. This means that more time will be available for quality control work, monitoring and inspections. The solution is integrated with national registers and data sources such as mapping services, the cadastre and land registry, the planning register, the National Registry, and the Central Coordinating Register for Legal Entities.→

In order to reduce the application processing time, to improve collaboration and to reduce costs, the municipalities of Bodø and Kongsberg are working with EVERY to develop, implement and deliver an automated case management system for building approval applications. Over a 15-year period, the potential savings are NOK 1.5 billion for the local government sector and NOK 1 billion for the construction industry.

All the information needed is made available in a single user interface. Most simple building approval applications can in practice be entirely automated, reducing the need for human processing. Automation is also beneficial in relation to complex building projects that require judgment and understanding. Major socio-economic gains will now be achieved. According to a study carried out by the technology consulting company Devoteam for the Directorate of Building Quality, the potential savings available to the local government sector are NOK 1.5 billion over a 15-year period, while over the same period the potential savings available to the construction industry amount to NOK 1 billion.

CLOUD BASED ANALYTICS IMPROVE PORK QUALITY

The Norwegian National Pig Breeding Association (Norsvin) works to identify the best pig genes to breed. It is important that those pigs that are selected for further breeding produce good quality meat and are healthy. Breeding the pigs of the future involves capturing great quantities of data from pigs. Norsvin is now collaborating with EVERY to trial three cloud platforms for both gathering and analysing data, with the aim of making the process more efficient, increasing the speed at which the data is gathered, and storing it more securely. A better process will enable Norsvin's researchers to ensure better animal welfare and higher quality meat.

HELPING MODERNISE STATOIL

EVERY has developed a strong understanding of Statoil's business through its close and long-term collaboration with the company, and EVERY is now contributing to its modernisation and further development. EVERY and Statoil entered into a framework agreement in 2017 for areas including data science and analytics, artificial intelligence and machine learning, and the internet of things, as well as for more traditional service areas such as IT development, visualisation and project management. EVERY will deliver the breadth of high-tech expertise that Statoil requires, with a greater focus on new and innovative services. The collaboration also means that EVERY will strengthen and expand its centre of expertise in cognitive computing. ■



To create genuine commercial value and deliver digital advantage, EVERY needs to partner with its customers as closely as possible and to really understand what drives their business as it stands - and also what factors are set to influence this in future.



Business Plan

Culture for innovation	28
Get the basics right	30
Operational excellence	34
Customer centricity	40
Employee engagement & culture	44
Innovation	48



Positioned for innovation

EVERY adopted a new business plan in 2015 to adapt the company to the market and to position itself for growth and development. It continues to operate this business plan today, which has four action areas: Get the basics right, Operational excellence, Customer centrality, and Employee engagement & culture. A fifth area is Innovation, which is an integral part of the other areas. We have built our reporting on these areas.

EVERY seeks to have a customer-centric and partner-driven approach, and a corporate culture that supports innovation and collaboration. In order to direct this approach, the company’s employees follow “the three Cs”:




Customer-centricity: We understand and anticipate customers’ current and future needs, helping them successfully navigate digital transformation and excel in business.

Collaboration: We leverage cross-functional industry and technology insights in collaboration with customers and strategic partners to increase our expertise and create value.

Culture: We share our energy, curiosity and ideas to foster innovation, attracting talents and enabling the most diversified and competent teams.

KEY ACTIVITIES IN 2017:

- EVERY expanded its collaboration with IBM on infrastructure to include small and medium-sized businesses in Norway and Sweden.
- A new delivery unit, Digital Platform Services, was set up to create shared methods, processes and tools across EVERY’s business areas.
- EVERY’s Strategic Design Lab was very active and carried out a range of exciting customer projects in 2017.
- EVERY invested heavily in talent and in recruiting staff for new areas of expertise. A total of 600 new employees joined EVERY in 2017.
- EVERY invested in cognitive solutions, and now has more than 60 dedicated staff whose primary area of work is cognitive solutions.
- EVERY intensified its investment in concept development. The use of robotic process automation to automate customer service and accounting tasks is one area of focus that is attracting a lot of interest in the market.
- EVERY invested in areas such as augmented and virtual reality, and won a number of contracts and assignments in these areas in 2017.

	BUSINESS GOALS	2017 RESULTS	2016 RESULTS	2015 RESULTS
	Continuously enhance and increase customer satisfaction across all business areas.	Customer satisfaction 75	Customer satisfaction 77	Customer satisfaction 75
	Leverage our extensive customer base and strong portfolio of products and services across all business areas to further accelerate organic growth.	Order backlog NOK 18.0 BN	Order backlog NOK 20.8 BN	Order backlog NOK 17.1 BN
	Continue to increase profitability across all business areas by deploying best practices and exploiting innovations and new technologies.	Adjusted EBITA margin 12.5%	Adjusted EBITA margin 10.8%	Adjusted EBITA margin 6.3%
	Attract, develop and retain the most highly motivated, committed and skilled employees in the industry.	Employee satisfaction 81.6 points	Employee satisfaction 80.1 points	Employee satisfaction 75.4 points



In 2017 we focused on expertise development and resource use, and further developed and strengthened our culture of performance.





GET THE BASICS RIGHT

Platform for future growth

EVERY worked in a targeted way on further strengthening the company's commercial foundation in 2017. Organisational measures were implemented to deliver as effectively as possible on customers' future digital needs, and work was undertaken on setting up a culture for growth.

We worked on a range of growth initiatives in 2017, focused on expertise development and resource use, and further developed and strengthened our culture of performance. EVERY has defined three key strategies for delivering on the company's ambitious targets and equipping it for further organic growth:

- Setting up a management team focusing on commercial and operational capabilities
- Building a profitable, competitive and future-oriented infrastructure
- Modernising the company's core banking platform to create future growth potential

EVERY delivered on all three of these areas in 2017. The EVERY executive team reflects the company's targets and ambitions well. In order to be an attractive partner to customers and to deliver growth, EVERY also worked on attracting new talent, and a range of skilled people joined in 2017 in both new technology areas and management roles. The company's strategic IT infrastructure partnerships were further strengthened and expanded in 2017.

EVERY offers reliable and future-oriented infrastructure solutions, and as an independent provider of cloud solutions it is committed to delivering the solution that best suits each customer. Its investment in next-generation core banking and payment solutions continued in 2017. EVERY is working in a targeted way on building a customer-centric core banking solution that enables banks to respond more quickly to change and to be quicker to market with new value-adding services.

NEW DELIVERY UNIT TO ACCELERATE INNOVATION AND COLLABORATION

EVERY decided to set up a new business area in 2017, EVERY Digital Platform Services, by bringing together EVERY Operations, Cloud Services and Global Delivery into a single unit. The objective is to make EVERY a driver for new and future-oriented services with scalability across all industries. Setting up the unit was an important step in terms of strengthening EVERY's position as an innovative and customer-centric organisation. →

Continuous improvement is an important part of EVRY's corporate management system. Customer feedback on quality is measured and monitored via dedicated customer surveys. EVRY also has a separate process for customer complaints, as part of which reports are produced for senior managers. In 2017, EVRY's systematic quality work delivered good results, with a reduction seen in the total number of critical incidents.

EVRY Digital Platform Services seeks to contribute to accelerated organic growth by investing in expertise and solutions that create significant value for customers. The unit will be a powerful Nordic unit at the cutting edge of EVRY's service development in strategic areas such as cognitive technology. Through this strategy, EVRY will be able to quickly enter the market in other attractive growth areas as these develop.

A cloud-based delivery model and infrastructure services give EVRY a unique platform to achieve this. EVRY Digital Platform Services will work to set up new partnerships with world-leading companies and to develop those that are already in place. The unit will work closely with all business areas at EVRY and across countries, and will consequently span the entire group.

RISK-REDUCTION MEASURES

It is important for EVRY to have good oversight and control of risk exposure, as well as the ability to apply this when making management decisions. The overall objective of risk management at EVRY is to identify and quantify risks. This provides a basis for correct decision making. Carefully considering the company's risk exposure during decision-making processes enables risk control and risk management to form part of value creation. Risk management is an integral part of the company's

management model and of its financial reporting. The key areas of risk that the business units consider to be material are monitored as part of the executive management's routine supervision of the business areas and key financial metrics.

In operational terms, the company's objective is to integrate systematic risk management into the Group's business processes, as well as to support its customers in the risk management they carry out in relation to their value chains and value constellations. EVRY has established a risk management system in order to support the risk management process and ensure traceability and aggregation of various risk exposures. In addition to producing aggregated risk reporting, this system provides detailed information on vulnerabilities, which risks the vulnerabilities affect and what measures the organisation has implemented to reduce unacceptable risk exposure. This helps line management to follow up on the status of measures that are implemented, with ready access to information on prioritised tasks.

ETHICS

EVRY's Code of Conduct sets the framework for how each employee should relate to customers and business partners, work to create a good and inclusive working fellowship, ensure diversity and contribute to achieving high environmental standards. The Code of Conduct

is available on the Group's website and intranet. Managers and employees of all levels at the company read through the Code of Conduct each year in connection with their appraisal meetings.

ANTI-CORRUPTION

EVRY works actively to combat all forms of corruption. E-learning programs and training courses are organised to ensure employees are trained to act in accordance with the Group's guidelines. This applies in relation to the guidelines on accepting gifts and on travel and other benefits or activities, with training also provided on how to distance oneself from all forms of bribery and corruption. The compliance unit at the company works proactively to increase awareness and to develop the right attitudes among employees in order to ensure compliance. Employees in doubt about whether a particular situation or gift is permissible are also able to seek guidance from the company's compliance unit.

EVRY has well-established 'whistle-blower' arrangements as well as procedures for dealing with any suspicion of corruption at its businesses. EVRY received several whistle-blower notifications in 2017, none of which related to corruption.

EVERY IS CERTIFIED IN ACCORDANCE WITH THE FOLLOWING STANDARDS:

ISO 9001; 2015	EVERY Norway	2018 - 09
	EVERY Digital Platform Services	2018 - 11
	EVERY Financial Services Operations	2019 - 11
	EVERY IOS Enterprise	2020 - 01
ISO 27001; 2013	EVERY Norway	2018 - 11
	EVERY Digital Platform Services	2018 - 11
	EVERY Financial Services Operations	2019 - 11
	EVERY IOS Enterprise	2020 - 01
ISO 14001; 2015	EVERY AB (Including IOS Enterprise, Information Logistics, Financial Services)	2018 - 11
PCI DSS	EVERY Financial Services	Updates regularly

RESPONSIBILITY AND SUSTAINABILITY IN THE SUPPLY CHAIN

EVERY requires its suppliers to act in accordance with high ethical standards and sets similarly high standards for its employees' interaction with suppliers. The company's procurement policy and processes are intended to ensure its employees adhere to the principles of equality, fair competition, anti-corruption and transparency when interfacing with suppliers.

Those suppliers that form part of EVERY's supply chain, both in Norway and internationally, have to undertake to comply with the guidelines set by the company in a number of areas, namely human rights, a responsible working environment as embodied in the International Labour Organisation's declaration, HSE, work against human trafficking, anti-corruption, social responsibility and working for a sustainable environment. By signing the EVERY Supplier

Conduct Principles, suppliers commit to complying with these principles and also to mirroring them to their sub-suppliers. EVERY has strict environmental requirements in relation to recycling, cleaning, low energy consumption and environmental certification. Environmental criteria are an important factor when contracts are being awarded. EVERY subscribes to an international database that requires suppliers to renew their qualifications every year by confirming in detail that their practices comply with and satisfy specific guidelines and principles. This is used to provide periodic reporting.

Based on an assessment of the risk associated with the industry and the market or continent in which a company operates, EVERY has a mandate to carry out a more in-depth audit. Under EVERY's contractual terms, serious breaches of its guidelines give it the right to terminate an agreement with a supplier.

INTELLECTUAL PROPERTY

EVERY's intellectual property includes copyright-protected logos, brands, domain names, trade secrets, databases and proprietary source code. The company's brands are registered with the Norwegian Industrial Patent Office and are thus protected in accordance with applicable copyright law.

EVERY's name and logo are registered in Norway, Sweden, Denmark, Finland, Great Britain, Latvia, Ukraine and India. The name of and logo for EVERY's "Digital Advantage" value proposition are registered in Norway and have been submitted for registration in other jurisdictions where EVERY's name is registered. EVERY also owns the BEKK Consulting brand. The Buypass brand is owned through a joint venture with Norsk Tipping. ■



Setting up EVRY Digital Platform Services has given the company a more future-oriented organisational structure that will meet future market needs.



OPERATIONAL EXCELLENCE

Equipped for increased profitability

EVERY looks back on 2017 as another year in which it made significant operational progress. EVERY implemented organisational changes and adjustments in order to provide customers with the best possible offer, and it positioned the company for new service areas and profitable growth.

EVERY operates in a rapidly-evolving market segment and needs to be able to adapt rapidly to developments in technology and new customer requirements. Setting up EVERY Digital Platform Services has given the company a more future-oriented organisational structure both in terms of its ability to offer services that will be in demand in the market going forward, but also in relation to its target of becoming a leader in the Nordic region.

IMPORTANT INVESTMENTS

In addition to organisational progress, EVERY invested in a number of exciting initiatives in 2017. EVERY invested heavily in new talent and recruited a range of new employees whose expertise lies in new areas of technology. The internships EVERY offers at its Innovation Lab gave talented young people the chance to try their hand at working on exciting digital questions related to real-life customer challenges.

In addition to the completion of specific real-life projects, EVERY's internship program helped EVERY to recruit

new skilled employees. Its Innovation Lab focuses on attracting a diverse and broad range of expertise, which is reflected in the fact that its 40 employees come from an impressive 13 different countries. EVERY's investment in cognitive solutions means it has more than 60 people dedicated to working in the area, who will help position EVERY for future profitable growth. EVERY also intensified its investment in concept development, and is experiencing a high level of interest from customers in robotic process automation in relation to automating areas such as customer service and accounting. EVERY also invested and won several contracts and assignments in areas such as augmented reality and virtual reality.

In 2016 EVERY entered into a collaboration with Method. The purpose of this was to create a strategic design team called the "EVERY Strategic Design Lab", which was set up in Stockholm. This unit brings together customer teams in the areas of management consultancy, service design, customer experience and digital solutions. EVERY increased its →

investment in this initiative in 2017, and this included opening an EVERY Strategic Design Lab in Oslo.

A number of exciting customer projects were completed in 2017, with a total of 60 customers attending workshops and developing digital strategies based on EVERY's strategic design methodology. The Design Labs' objective is to help organisations to create a better customer experience, to innovate, and to increase their competitiveness. The teams work to realise growth opportunities by adapting products and services to the digital customer.

All of EVERY's customer groups benefit from collaborating with the EVERY Strategic Design Labs. The banking sector was heavily represented at the workshops in 2017, and was particularly focused on questions related to open banking. Other examples of customer groups that attended in 2017 are the healthcare sector, the local government sector, and insurance companies.

GREATER USE OF OFFSHORING

EVERY's global delivery centres have developed unique expertise and insight into the Nordic market as a result of the

hundreds of assignments they have carried out. In addition, our global delivery centres in India and Ukraine have over 20 years of experience with both Fortune 100 and SMB customers in North America and in Europe. This experience is also leveraged into our deliveries in the Nordic region. EVERY's global delivery centres thus provide customers with cost-efficient delivery models that allow them to be more agile in how they operate and also facilitate greater scalability. One of EVERY's targets was to increase its use of process automation and then to make greater use of its offshoring services. EVERY was successful in this in 2017.

GLOBAL PARTNERSHIPS

Technology is developing at a fast pace, and this makes in-house development a demanding and risky task. EVERY has therefore adopted a partnership model as its principal strategy in the infrastructure area. The company today has strategic collaboration agreements in cloud services with IBM, Microsoft, Google and Amazon Web Services. This means EVERY can offer its customers world-leading technology as well as processes that

EVERY's Strategic Design Lab bring together teams specialising in the areas of management consultancy, service design, customer experience and digital solutions. EVERY increased its investment in its Strategic Design Lab initiative in 2017.

enable customers to transition to cloud-based solutions on the basis of their own requirements and wishes. EVERY's IT infrastructure collaboration with IBM was expanded in 2017 to include small and medium-sized organisations in Norway and Sweden (Regions) as well.

LOWER SG&A EXPENSES

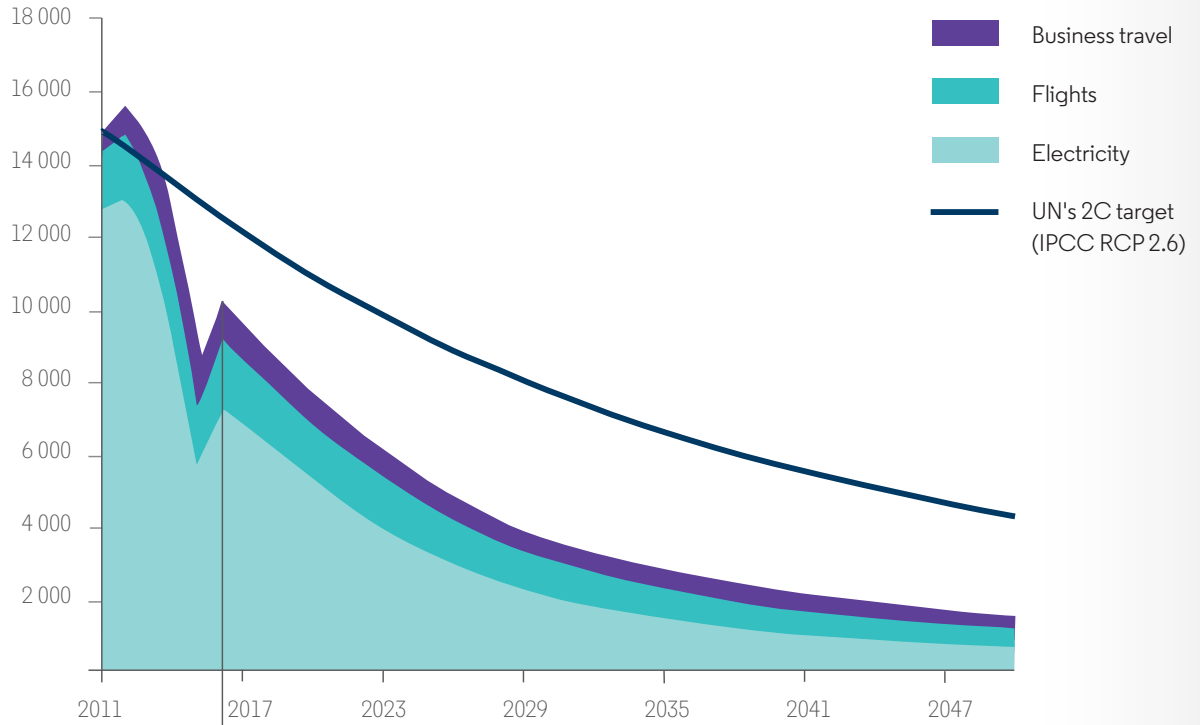
EVERY operates in an international and competitive market in which there is significant downward pressure on prices. Therefore, to ensure it is profitable, it is crucial that it keeps the administrative part of its business simple and does not have too high staff costs. EVERY has made progress in becoming more market-oriented and focused on customers, and today it is a more streamlined and adaptable organisation than it was a few years ago. The SG&A expenses have been further reduced in 2017. The decrease was achieved at both the central group staff and divisional levels.

INFORMATION SECURITY

The media reported on several serious security incidents in 2017. EVERY works to be at the forefront of developments and to implement preventive measures. In

their threat assessments, the Norwegian National Security Authority and the Norwegian Police Security Service have highlighted computer network operations and cyber security threats as areas that could be used to cause significant harm. EVERY plays a significant role in terms of operating systems that are critical for society across all sectors. There is thus a clear expectation that we will deliver secure and stable operations, and EVERY works closely with suppliers and customers. Through systematic information security work EVERY has implemented the measures needed to protect the confidentiality, integrity and accessibility of data. Information security breaches can have significant consequences for both customers and EVERY. We are well-equipped to meet the constantly increasing threat level thanks to the systematic information security work we undertake in relation to customers as well as internally. EVERY recognises the importance of continuing to improve expertise in the information security area. →

EVERY'S GREENHOUSE GAS EMISSIONS REDUCTIONS (tCO2e)



EVERY's operations in India, Latvia, Finland and Ukraine have been included in its environmental reporting since 2016, in addition to its operations in Sweden and Norway.

OUR ENVIRONMENTAL PERFORMANCE

Carbon Disclosure Project (CDP) scores, which indicate companies' environmental performance.

A- 2017
 A 2016
 97 2015
 91 2014
 89 2013
 78 2012



We have a target of helping to improve expertise both internally and in society in general. To this end, we collaborate with educational institutions and specialist networks. EVRY collaborates extensively on security matters with national and international organisations and authorities in the information security area.

DATA PROTECTION

EVRY focuses on data protection in its capacity as a data processor for its customers and has started work on complying with the EU's new General Data Protection Regulation (GDPR), which is due to enter into force on 25 May 2018. EVRY has appointed a separate Data Protection Officer, and it has drawn up a plan and is taking action in order to comply with the Regulation. We have also put data protection on the agenda at our customers through a special program that ensures customers and other stakeholders receive the help they need.

Our activities also mean that we have a significant responsibility to society in relation to information security and data protection. The ways in which we meet this responsibility include by organising talks, publishing articles and proactively engaging in dialogue with organisations from the information security area. EVRY is also one of the key collaboration partners for the HackCon IT security conference.

CLIMATE AND ENVIRONMENT

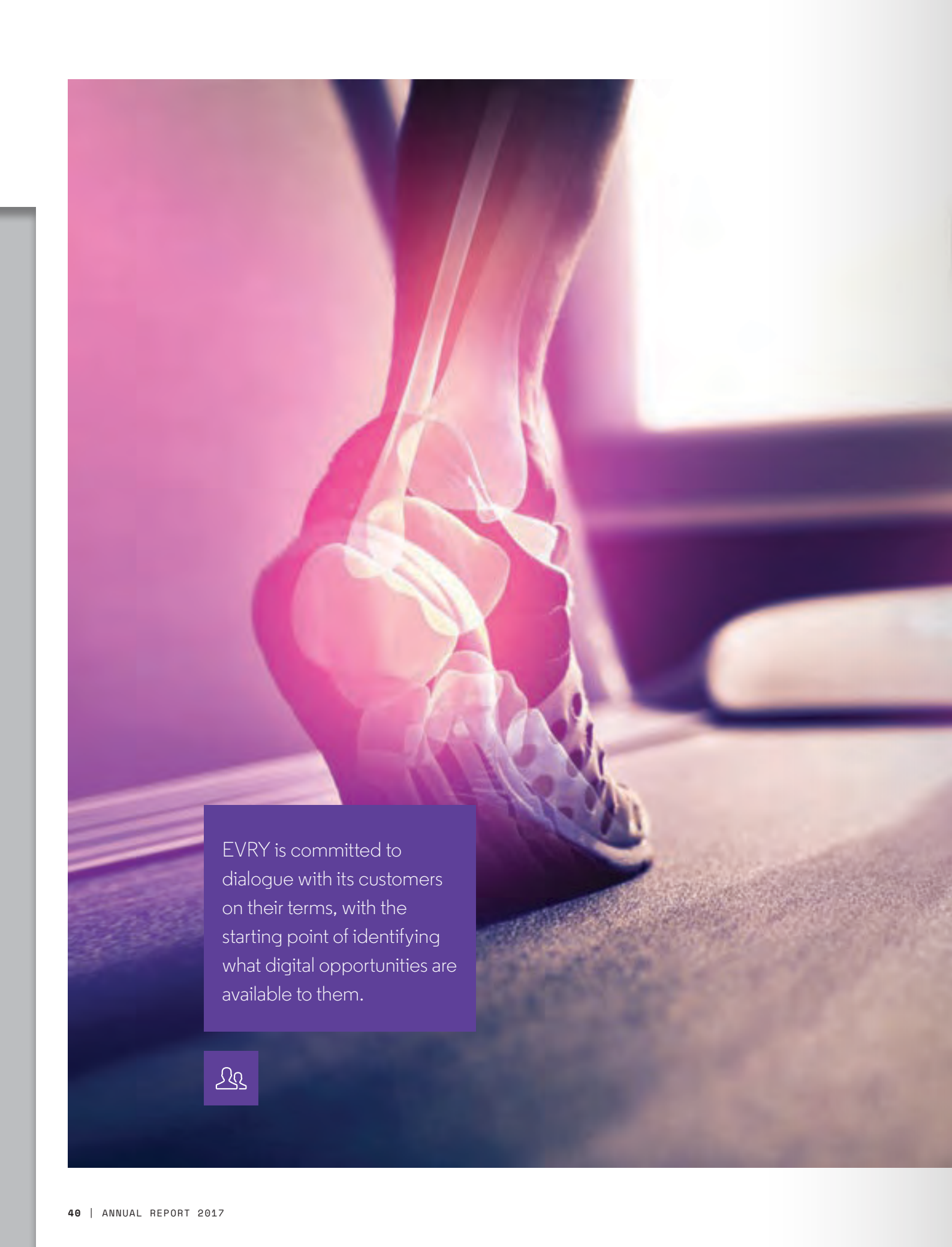
EVRY is contributing to the creation of a low-carbon society both by cutting its own emissions and developing solutions that reduce the impact its customers have on the environment. The climate and environment play a central role in EVRY's Code of Conduct. The company is committed to continuously reducing its impact on the environment, and is at the forefront of developing and promoting environmentally friendly technology. In the 2011-2016 period, EVRY reduced its greenhouse gas emissions by 50 percent. We are working in a systematic and long-term way on reducing our impact on the environment to an absolute minimum. The most important measures we take internally are energy efficiency measures, digital collaboration solutions, reducing business travel and rigorous procurement policies, as well as waste management with a high level of reuse and recycling.

By developing and implementing smart IT solutions at its customers, EVRY helps to reduce the impact on the environment in a range of sectors. A good example of this is the unique collaboration EVRY entered into with Vipps in 2017, which enables EVRY's customers to distribute their invoices digitally using Vipps and will cut the number of paper invoices by nearly 60 million in future.

In 2016 EVRY placed its work on the environment into a broader context. The UN has established 17 sustainable

development goals and EVRY is committed in its work to helping achieve these goals. The UN Intergovernmental Panel on Climate Change has created a scenario (RCP 2.6) in which the overall level of greenhouse gas emissions decreases by 72 percent by 2050 from 2010 levels. This is necessary to prevent global temperatures increasing by more than 2°C. EVRY is working towards a target of 1.5°C as set out in the Paris Agreement. It is therefore working to reduce its greenhouse gas emissions by 75 percent through to 2030 and by 90 percent through to 2050.

EVRY has produced and submitted climate reports to the Carbon Disclosure Project (CDP) since 2011. The CDP is an independent, non-commercial organisation that has the world's largest database of how businesses manage, measure and report their greenhouse gas emissions. Achieving a high score from the CDP means that a company is measuring, verifying and managing its carbon emissions, for example by achieving emissions reductions by implementing programs to reduce emissions in both its direct operations and its supply chain. EVRY received an A- rating in 2017. The average in the Nordic region is a C. ■



EVERY is committed to dialogue with its customers on their terms, with the starting point of identifying what digital opportunities are available to them.





CUSTOMER CENTRICITY

Collaborating to create digital customer value

EVERY works continuously on being a customer-centric company that satisfies its customers' digital needs. In 2017 it worked intensively on developing new digital services in close dialogue with its customers and on their terms. This led to both exciting new solutions and new contracts.

It is crucial for EVERY to be close to its customers. This is important to our ability to develop value-adding services that enable our customers to offer their customers more attractive products and services as well as a better user experience. EVERY is committed to focusing the company's resources on what creates customer value. The digital shift currently taking place is creating a whole range of opportunities. This is leaving many customers unsure about what they should and can do. Against this backdrop, EVERY wants to be a high-quality advisor. The company therefore needs to be at the forefront of developments in technology and close to its customers. EVERY is committed to dialogue with its customers on their terms, with the starting point of identifying what digital opportunities are available to them.

In order to make a success of this approach, EVERY has introduced the three Cs: "Customer-centricity", "Collaboration" and "Cultural change". The three Cs illustrate the change journey that is essential in order for EVERY

to transition from being a traditional IT company to a digital transformation provider.

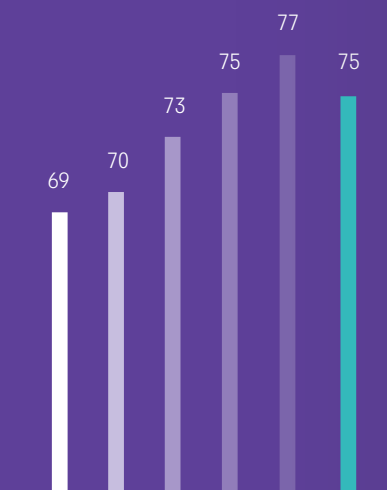
HIGH CUSTOMER SATISFACTION

EVERY works in a targeted way on improving customer satisfaction. For the Group as a whole, customer satisfaction increased from 69 points in 2012 to 75 points in 2017. Although there was a small decrease in the customer satisfaction score for EVERY Norway for 2017 relative to 2016, the scores for all business units are now consistently high. The feedback we have received from customers over the last few years demonstrates that EVERY has become more inspiring and easier to collaborate with. As "Empower and inspire" and "Perform together" are two of EVERY's core values, this is a sign that EVERY is realising its values in a targeted way.

EVERY's ability to inspire, to work closely with customers, to be a reliable collaboration partner and to offer reliable services contributed to this progress. EVERY's ambition is to make additional →

Customer satisfaction

- 2017
- 2016
- 2015
- 2014
- 2013
- 2012



EVRY



EVRY Financial Services

EVRY Norway

EVRY Sweden

progress and to further improve in these areas, and it regards taking a proactive approach and being as relevant as possible to customers as essential to this.

INDUSTRY EXPERTISE

EVERY has in-depth insight into its customers' industry segments. In 2017 it increased its focus on widening the range and depth of its industry expertise, with a target of offering leading comprehensive solutions that are adapted to each industry. EVERY has taken those industry areas in which it is particularly skilled and has worked on further strengthening them.

EVERY is a market-leader in a range of industries and focuses on segments including banking and finance, national government, local government, healthcare, insurance, manufacturing businesses, energy, oil and gas, retailing and logistics, grocery retailing, primary industries, and transport and logistics.

THE IMPORTANCE OF EVERY'S DELIVERIES TO SOCIETY

EVERY is the force behind a whole range of solutions that are critical to the operations of private sector companies and municipal and national public-sector organisations. Over five million people in the Nordics use services delivered by EVERY every day. With customer deliveries of such great importance to society, we depend on having close relationships with our customers and on operating reliable, high-quality systems and processes. EVERY pays great attention to its relationships with its customers, its role in society, the environment and its employees. EVERY's customers can be confident that the services they use are provided by a sustainable and reliable company.

MAKING CUSTOMERS MORE ENVIRONMENTALLY FRIENDLY

With the UN's sustainable development goals as its starting point, EVERY works in a targeted way on reducing the company's impact on the environment. EVERY's most important contribution to climate change is achieved when it digitalises and collaborates on projects at its customers. With more than 10 000 customers, the contribution it makes in this way is significant. EVERY digitalises its customers' business processes and provides environmentally friendly solutions that have a positive effect on its customers' impact on the environment. EVERY's contribution particularly relates to reducing paper usage and travel and transport. In addition to solutions that help create a low-carbon society, EVERY delivers solutions that facilitate increased participation in democratic processes, promote inclusion, and help improve health. ■



Norway's most attractive employers in 2017, according to Universum's survey:

IT PROFESSIONALS

1. Google
2. Microsoft
3. FINN.no
4. **EVRY**
5. Telenor
6. DNB
7. **BEKK Consulting***
8. Norwegian Armed Forces
9. Knowit
10. Visma

IT STUDENTS

1. Google
2. Microsoft
3. DNB
4. **BEKK Consulting***
5. Norwegian Armed Forces
6. Telenor
7. **EVRY**
8. Kongsberg Gruppen
9. Norwegian Data Protection Authority
10. FINN.no

EVRY is in Sweden ranked by IT students as no. 74, and by IT professionals as no. 51.

* Subsidiary of EVRY



EMPLOYEE ENGAGEMENT & CULTURE

Digitally talented employees to build the services of the future

EVERY invested heavily in 2017 in recruiting talented employees with expertise in new areas of technology, with a range of new people joining over the course of the year. These new employees will actively contribute to EVERY's further development as well as to the development of future-oriented solutions that will generate profitable growth.



EVERY's value proposition for its current and potential employees is «Shape the future today»

Businesses need a high level of employee engagement to succeed. EVERY worked proactively on employee engagement in 2017 and made good progress throughout the year in terms of employee engagement and company performance. EVERY also worked actively on creating a more performance-based culture with greater proximity to customers and more collaboration.

EVERY's corporate culture inspires its employees to be enterprising and to focus on ideas and innovation without being afraid of failure. We want to be a business partner that challenges its customers and brings ambitious but realistic ideas to the table. EVERY's transformation process has included a particular focus on creating a much more performance-based culture whose starting point is the creation of greater customer value and better commercial results.

LARGE-SCALE RECRUITMENT

EVERY invested heavily in talent and attracting new employees in 2017. A total of 600 new employees joined the company in 2017, many of whom have complementary expertise relative to that which EVERY already possesses. A number of the new employees have expertise in new areas including robotics, augmented reality and virtual reality, and these employees will work actively on developing new solutions in close dialogue with customers, creating real customer value and driving profitable growth for EVERY.

ATTRACTIVE WORKPLACE FOR NEW AND PROSPECTIVE EMPLOYEES

Developing and retaining talent is critical to EVERY. The company has high ambitions for its customers, and this is also reflected →

Percentage of women

	2016	2017
Norway:	25%	27%
Sweden:	28%	29%
Nordic:	26%	28%

Percentage of women managers

	2016	2017
Norway:	23%	26%
Sweden:	29%	36%
Nordic:	25%	29%

Sick leave

	2016	2017
Norway:	3.4%	3.0%
Sweden:	3.4%	3.3%
Latvia:	3.1%	3.6%
India:	2.0%	2.1%
Ukraine:	1.1%	1.2%

Average age

	2016	2017
	39 years	38 years

in the company's internal ambitions. In addition to working on the company's vision and values, EVRY has also produced a value proposition for all employees, which is "Shape the future today".

This new value proposition defines both EVRY ASA an organisation and what its employees actually do. It also defines important aspects of EVRY's corporate culture. Companies have no choice but to become digital if they are to maintain and strengthen their ability to compete; their future survival depends on their ability to shape the future today. This is where EVRY wants to be a key partner to its customers. EVRY needs to attract new expertise and talent, and its new value proposition is also intended to be relevant to this target audience, specifically to communicate how the company offers potential employees the opportunity to shape their career and future today.

WORKING ENVIRONMENT AND EMPLOYEE SATISFACTION

EVRY aims to be an attractive employer, and the Group's working environment is good. Employee satisfaction is surveyed quarterly. The results of each survey are discussed by all of EVRY's governing bodies as well as by its employee and management groups at all levels. The main topics assessed by the employee surveys are the Group's working environment, employee motivation, commitment, management, reputation and compliance with the company's values. The survey leads to the introduction of concrete improvement measures in EVRY's operating plans.

EVRY worked in a targeted way on these areas in 2017, with good progress achieved despite 2017 being a year of significant change. The employee engagement survey for the final quarter of 2015 yielded a score of 75.3, which improved to a score of 81.6 in the final quarter of 2017. Improvements were seen in all assessment areas in 2016, with the score for employee pride increasing strongly from a less than desirable 66.4 in the final quarter of 2015 to 76.4 in the final quarter of 2017.

EMPLOYEE DEVELOPMENT

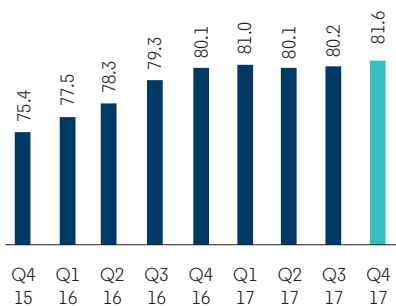
EVRY has well-established processes and systems for employee development. These form an annual cycle with employee appraisal meetings held in the first and third quarters. These meetings are held to address where employees are in relation to the company's career model, to set personal targets and to agree training requirements. In addition to the intensive training gained by completing demanding assignments and projects, more formal training and certification opportunities are provided by the EVRY Academy's extensive offering. The EVRY Academy organises classroom and e-learning courses for all employees, with some courses delivered by EVRY employees and others by external experts. Our goal is to retain and develop our employees so they grow together with the business. We have set up processes to ensure this is a well-established part of the company's operating model. There is also an emphasis on ensuring EVRY has a culture in which all employees are trusted knowledge workers whose development and skills are material to EVRY's success, both internally and externally. We see our organisational culture as our primary competitive advantage, and this requires continual and systematic attention to ensure we are in front.

GENDER EQUALITY AND DEMOGRAPHICS

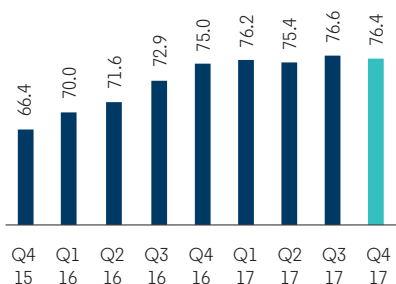
The EVRY group employs more than 2 400 women, which in total represents 28 percent of the workforce. EVRY is one of the largest employers of women in IT in the Nordic region. Women represent 27 percent of EVRY's workforce in Norway and 29 percent in Sweden. EVRY's male and female employees have equal access to all types of position. The distribution of genders is also reflected in management, where the proportions of women are 26 percent in Norway and 36 percent in Sweden.

EVRY has well-established personnel guidelines that ensure there is no discrimination based on gender in matters such as salaries, promotion and recruitment. The average salary for women is slightly lower than that for men,

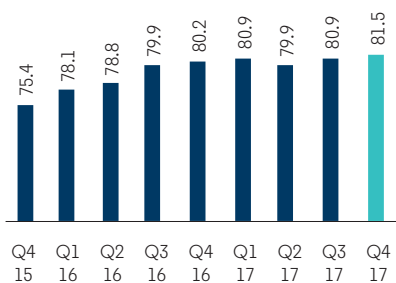
EVRY EMPLOYEE ENGAGEMENT SURVEY 2017



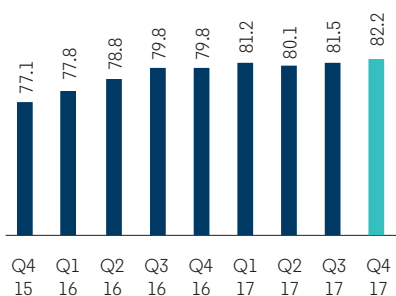
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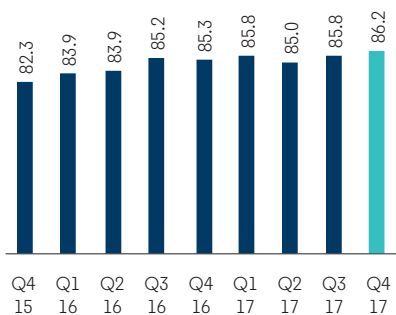
Pride



Commitment



Leadership



Execution capabilities

with the annual salary for women representing 90.7 percent of men's. This reflects the fact that the average age, and accordingly the seniority, of women is somewhat lower. In the recruitment process, emphasis is placed on attracting highly qualified employees of both genders. The Group's employees have extensive experience, and their average age is 38. At the end of 2017, EVRY's executive management team totalled nine people, one of whom is a women. The proportion of women on the Board of Directors of EVRY ASA was 42 percent.

ABSENCE DUE TO SICKNESS AND ACCIDENTS

EVRY works in a systematic and long-term way on health, safety and the working environment. The primary focus of the company's work in this area is on preventative measures to keep sick leave at the lowest possible level, to avoid risks to life and health, to minimise adverse effects on the environment and to prevent accidents and injuries. The risk of serious injuries and fires is considered to be extremely low. The preventative health measures include early intervention for health problems, encouraging a healthy diet in EVRY's canteens and organised sports activities.

INCLUSIVE WORKING ENVIRONMENT

EVRY focuses on encouraging a working environment that is free of discrimination, whether on grounds of religion, skin colour, gender, sexual orientation, age, functional disability, or national or ethnic origin. The Norwegian part of the Group has entered into an agreement for "Inclusive Working Environment" (the IA Agreement) to strengthen the focus on working environment programs, measures to reduce absence due to sickness, and diversity. The Group collaborates with Telenor Open Mind and routinely offers work experience placements for individuals with disabilities.

HUMAN RIGHTS

The most important human right for EVRY's employees relates to data protection. EVRY focuses on this as the data controller for its own personal data. We have initiated work on complying with the EU's new General Data Protection Regulation (GDPR), which will enter into force on 25 May 2018. EVRY supports the United Nations Universal Declaration of Human Rights and related conventions.

The company places particular emphasis on protecting the fundamental rights of employees as embodied in the ILO core conventions. EVRY's Code of Conduct is aligned with the UN's Global Compact. This commits the company to following the 10 basic principles, which address labour rights and environmental and social responsibility issues. EVRY's suppliers have to satisfy the standards EVRY itself observes in all areas related to corporate social responsibility. ■



EVRY launched a new centre for cognitive solutions in 2017 to research areas such as robotisation, automation and machine learning.





INNOVATION

Cooperation for innovation

Customers used to come to EVRY with clear requests, set needs and specific requirements. This is happening less and less as the complexity and speed of technological change increases. Customers are now much more interested in seeking advice on how digital solutions can create better services and increase their competitiveness.

In order to be an attractive collaboration partner, EVRY needs to be relevant by ensuring it offers leading products and services in the areas of digitalisation, applications and infrastructure. EVRY has the right products and services, and offers standardised solutions that function across industry segments as well as dedicated industry-specific solutions that satisfy industry requirements.

The main components of EVRY's offer are based on its partnerships, and EVRY has entered into strategic collaboration agreements with leading companies such as IBM, Microsoft, Google and Amazon Web Services. Through these partnerships EVRY offers world-leading technology as well as processes and tools for transitioning to cloud-based solutions. These are combined with EVRY's local presence, market understanding and infrastructure solutions across the entire Nordic region.

What solutions should a customer choose and in what order, and how should new technology and the organisation interact to create optimal value? EVRY has a key role to play in relation to such

questions by functioning as a reliable partner that helps its customers to make the right choices. Our goal is to be a collaboration partner that helps its customers to predict their needs, to manage change and to create business value. We seek to help our customers to develop new business models and to implement innovative solutions for their end-users.

NEW WAY OF COLLABORATING WITH CUSTOMERS

The pace of progress is extremely fast and businesses need to be able to adapt to what is happening at any given moment. The EVRY Strategic Design Labs represent an entirely new way of working with customers. Their primary objective is to engage customers' senior management teams in dialogue in order to look at new business opportunities, and they seek to support customers with the changes they face by using Design Thinking. Design Thinking involves creating a good understanding of end-customers and their needs before looking at solutions. This approach is helping EVRY to differentiate itself. →

2017-2018

2019-2020

2021-2022

Robotic
process
automation

Algorithm-
based insight

Semi-autonomous
intelligence

Real artificial
intelligence

Working closely with customers, rather than using the more traditional customer-supplier relationship, creates better dialogue and leads to the co-creation of optimal solutions. This way of working is well suited to customers who need help with improving the customer experience and developing new products and services, or with automating their organisation. Based on working to develop in-depth insight, EVRY develops a “proof of concept” that is tested on end-users before finally being developed into a finished service. The point of departure for the EVRY Strategic Design Labs is not new technology per se; they are instead focused on achieving value creation through technology. Collaborating with customers’ commercial teams is important, and will become increasingly so in future.

The EVRY Strategic Design Labs are committed to understanding Nordic society, and bring together expertise in local conditions with global capabilities. Competition is becoming increasingly global; local savings banks are, for example, now having to compete with global heavyweights. The EVRY Strategic Design Labs therefore work to link the global perspective with local conditions.

CUSTOMER SERVICE USING COGNITIVE INTELLIGENCE

In 2017 EVRY launched a new centre for cognitive solutions in order to research areas such as robotisation, automation and machine learning. Technology that EVRY has adopted at this new centre includes IBM’s Watson technology, which is used to automate the core processes in customer service. The result is a proactive customer service centre that can solve customers’ problems – even before they become aware of them.

All types of customer enquiry and case management activity can be managed using artificial intelligence. EVRY can now assist customers with everything from the simple automation of selected processes through to deploying advanced systems that use cognitive intelligence to develop of their own accord. EVRY’s

cognitive customer service centre has built-in chat services that enable the customer to chat directly with the system based on Watson technology. This functionality is also included in the solution that EVRY is now providing to the market. What is unique about EVRY’s cognitive customer service centre is its automation of the three core areas in customer service: identifying the problem, presenting the solution, and implementing corrective activities.

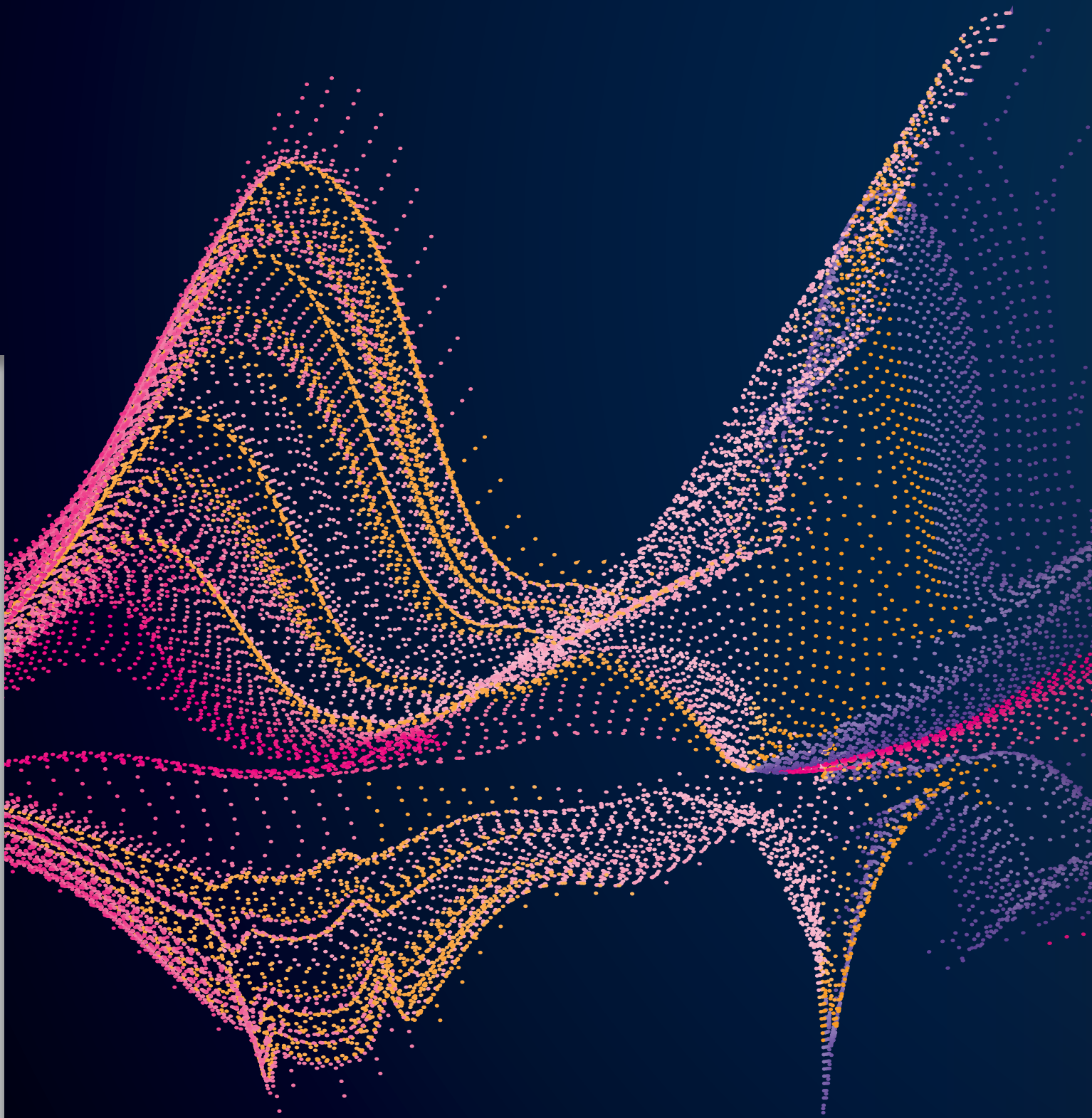
INVESTING IN AUGMENTED REALITY

Gartner estimates that approximately 100 million customers will be using services that involve augmented reality by 2020. EVRY sees significant potential in this, and is seeking to combine data from the physical world with virtual data for everyday tasks. EVRY’s objective is to be a technological leader and it is therefore contributing to the EU’s giant investment in innovation and research, Horizon 2020. EVRY is the only Norwegian company that is working with Sintef and the Norwegian Directorate of Public Construction and Property on the proDataMarket project – a portal and marketplace for exchanging data internationally in Europe. EVRY’s contribution consists of two mobile applications that use augmented reality. One app makes it possible to visualise a planned building in a specified location, while the other shows infrastructure such as pipes and cables located below ground. The Municipality of Bergen piloted the apps in the development phase, and sees both as having great potential. ■



"A number of the new employees have expertise in areas such as robotics, augmented reality and virtual reality. We work actively on developing new solutions, creating real customer value - and driving profitable growth for EVRY."

TROND VINJE
Executive Vice President, HR



Investor Information


CFO letter	54
The EVRY share	58
Key figures	62
Alternative performance measures	64



CFO LETTER

Increasing our rate of growth

Technology and digital transformation are developing quickly, and the introduction of next generation technology is creating significant opportunities in a sizeable Nordic IT market. Over the last two years we have reorganized EVRY, both financially and structurally, which has positioned the company to take advantage of these opportunities.



"The focus ahead will be to continue with our transformation while simultaneously providing our shareholders with a competitive return."

HENRIK SCHIBLER

Chief Financial Officer (CFO)

In 2015 and 2016, EVRY's primary focus was on addressing its challenging cost base. At the beginning of 2017, the company was back in a position where it once again was able to direct its attention to organic growth, innovation, customer centricity and adding business value to our customers.

On 21 June 2017 EVRY was listed on the Oslo stock exchange. Its re-entry into the equity market gives the business greater room to strengthen the position in the Nordic IT market, where making the best use of new technology and consolidation are crucial for further expansion.

EVRY has reversed its negative revenue trend, and delivered positive revenue growth throughout 2017. This revenue growth has been driven by higher demand for applications and digital services in both Norway and Sweden. In the EVRY Financial Services segment, we have seen good momentum and growth in card services.

EVRY reports total operating revenue for 2017 of NOK 12 596 million, as compared to NOK 12 246 million in 2016, representing organic revenue growth of 2.4 percent on an annual basis. This compares with a decrease in revenue of 1.4 percent in 2016. EVRY's order backlog at the end of 2017 totalled NOK 18.0 billion.

In both Norway and Sweden EVRY is experiencing high activity in the public sector, due in part to more ambitious plans to digitise the services used by the public. In the private sector, strategic IT and digital market strategies are key themes for senior management and in boardrooms. This, in combination with the regulatory requirements associated with open banking (PSD2) and the General Data Protection Regulation (GDPR), will drive up IT investment spending in the time ahead.

EVRY also improved its profitability in 2017, with adjusted EBITA climbing from NOK 1 322 million in 2016 to NOK 1 569 million in 2017. This represents an

improvement in adjusted EBITA of 18.7 percent. For 2017 as a whole, EVRY's adjusted EBITA margin was 12.5 percent, an improvement from 10.8 percent in 2016.

EVRY will implement measures to ensure a sustained improvement in its margins in the digital services and applications area. In the infrastructure area in general, margins are under pressure, and EVRY expects this trend to continue.

EVRY made good progress on cash flow in 2017. Free cash flow for 2017 was NOK 913 million as compared to NOK 964 million in 2016. Our dedicated focus on cash collection and the implementation of more efficient procedures and processes related to collection improvement has had a beneficial effect. At the beginning of 2017, days sales outstanding (DSO) was 40.9 days, while at the end of 2017 it was reduced to 36.3 days. Cash conversion in 2017 ended at 91.6 percent.

Our performance in 2017 proved that our transformation efforts have helped restore profitable growth. This is energising the organisation and we are seeing EVRY grow in attractiveness as an employer. This is of great significance for our ability to develop our business and is a prerequisite for the success of a number of our initiatives, including implementing cloud solutions and cognitive services.

We will always ensure we have a competitive cost structure and will further develop the level of flexibility in our organisation in order to be able to invest in new opportunities – both in next generation technology and in vertical initiatives.

We work continuously to assess which opportunities offer the best prospects for increase of value creation. At the same time, we are in the fortunate position of having a large existing customer base, a solid order backlog, and customers who want us to be with them on their digital transformation journeys. As a result, we think our prospects for profitable growth are good. ■



EVERY on the Oslo stock exchange

EVERY ASA was admitted to listing on the Oslo stock exchange on 21 June 2017 as "EVERY" in what was one of the largest IPOs of the year in the Nordic region. The issue price was NOK 31 per share.



EN

EVRY

ESTABLISHED
1902-1910

THE EVRY SHARE

One of the largest IPOs in the Nordics in 2017

After being delisted in 2015, EVRY was relisted on the Oslo stock exchange (OSE) on 21 June 2017. As of year-end 2017 the company had a market capitalisation of NOK 12.1 billion, and the IPO in June was one of the largest IPOs in the Nordics during 2017.



1 592
Shareholders



+4.8%
Share price development
since IPO



NOK 1.25
Proposed dividend
per share

EVRY trades with the ticker code “EVRY” at OSE, and the share has been included in the Oslo Stock Exchange Benchmark Index since 1 December 2017. As EVRY operates in the Nordic IT software and services segment, it was also included in the OSE Software and Services Index and OSE Information Technology Index from the same date. As one of the largest listed IT companies in Norway, EVRY is also included in other indices on the Oslo stock exchange, such as the OSE All Share Index, the OSE Mutual Fund Index and the OSE Mid Cap Index.

THE EVRY SHARE PRICE

EVRY was listed on 21 June 2017 with an issue price of NOK 31.00 per share. EVRY’s share price rose 4.8 percent in the period between its first day of trading in June and the end of 2017 to close the year at NOK 32.50. As a comparison, the Oslo Stock Exchange Benchmark Index (OSEBX) rose by 16.4 percent over the

same period, while the OSE Information Technology Index (OSE45GI) and OSE Software and Services Index (OSE4510GI) delivered returns of 2.9 percent and 7.7 percent respectively. EVRY’s market capitalisation at the end of 2017 was NOK 12.1 billion.

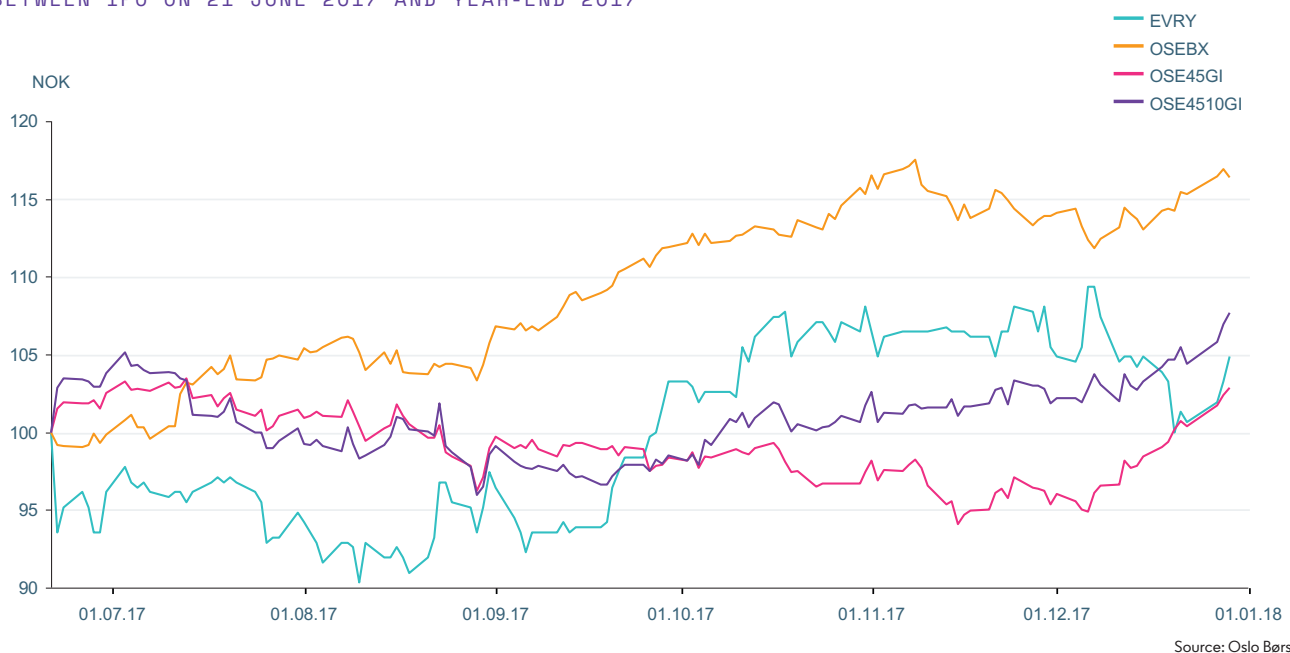
SHARE CAPITAL, MARKET CAPITALISATION AND SHAREHOLDER STRUCTURE

EVRY raised gross proceeds of NOK 3 200 million by issuing 103 225 806 new shares in connection with its IPO in June 2017. At the end of December 2017, the share capital of the company was NOK 649 million made up of 370 806 077 ordinary shares, each with nominal value of NOK 1.75. All ordinary shares have equal voting rights and the same right to receive dividends. The company did not own any of its own shares at 31 December 2017.

Key shareholder figures	2017
Number of shareholders at 31.12.2017	1 592
Proportion held by Norwegian shareholders	10%
Proportion held by foreign shareholders	90%
Largest shareholder, Lynngen Holdco S.A.R.L. (shareholding)	54.3%

Source: Oslo Børs, Euroland

EVRY'S RELATIVE SHARE PRICE PERFORMANCE
BETWEEN IPO ON 21 JUNE 2017 AND YEAR-END 2017



EVRY's total market capitalisation at the end of December 2017 was NOK 12.1 billion based on 370 806 077 ordinary shares and a share price of NOK 32.50 per share.

Lyngen Holdco S.A.R.L., a company indirectly controlled and managed by private equity funds advised by Apax Partners LLP, was the largest shareholder in EVRY at the end of 2017 with a holding of 201.4 million shares, which is equivalent to 54.3 percent of the total issued share capital in the company. Funds controlled and managed by Polygon Global Partners LLP represent the second largest shareholder, albeit with a much smaller percentage holding, while Folketrygdfondet, the Government Pension Fund Norway, is the third largest shareholder.

Investors based in the United Kingdom represent the largest shareholder group with holdings totalling approximately 66 percent of the issued share capital. Shareholders based in Norway represent the second largest group and account for approximately 10 percent of the share capital. Shareholders based in the United States control just under 8 percent of the total share capital. EVRY had 1 592 registered private and institutional shareholders at the end of 2017, with foreign investors' holding approximately 90 percent of the share capital.

TRADING VOLUME FROM IPO

Due to the significant shareholdings held by EVRY's two major shareholders, Lyngen Holdco S.A.R.L. and funds controlled and managed by Polygon Global Partners LLP (both shareholders prior to the IPO), only a relatively small proportion of EVRY shares are available for trading, and trading volumes were relatively low in →

Key figures	2017
Number of shares issued at year-end	370 806 077
Average number of shares at year-end	319 072 529
No. of shares traded since IPO (million shares)	76.4
Average daily trading volume since IPO (thousand shares)	561.4
Number of trading days since IPO	136
Share price at IPO (NOK/share)	31.00
Share price at year-end (NOK/share)	32.50
Highest closing share price (NOK/share)	33.90
Lowest closing share price (NOK/share)	28.00
Volume weighted average share price since IPO (NOK/share)	30.90
Change in share price since IPO	4.8%
Change in OSE Benchmark Index since IPO	16.4%
Change in OSE Information Technology Index since IPO	2.9%
Change in OSE Software and Service Index since IPO	7.7%
Adjusted earnings per share for the year (NOK)	2.82
Proposed dividend per share (NOK)	1.25
Market capitalization year-end (NOK billion)	12.1

Source: Oslo Børs, Euroland, EVRY ASA

LIST OF ANALYSTS COVERING THE EVRY SHARE AT 31 DECEMBER 2017

Company	Analyst
ABG Sundal Collier ASA	Aksel Øverland Engebakken
Credit Suisse International	Charles A. Brennan
DNB Bank ASA	Christoffer Wang Bjørnsen
Goldman Sachs International	Gautam Pillai
Morgan Stanley & Co. International plc	Adam Wood
UBS Investment Bank	Michael Briest

2017. The total number of shares traded in the period between EVRY's IPO in June 2017 and the end of 2017 was 76.4 million, which is equivalent to 20.6 percent of the total outstanding shares in the company. 561 000 shares were traded on average each day, equivalent to 0.2 percent of the issued shares.

ANALYST COVERAGE

At the end of 2017, the EVRY share was covered by six financial analysts/brokerage houses, two of which are based in Norway. EVRY is committed to providing relevant and complete information and to ensuring that all analysts are always treated on an equal basis. Day-to-day contact with investors and analysts is handled by the EVRY's Investor Relations department.

DIVIDEND POLICY

EVRY intends to adopt a long-term dividend policy based on a pay-out ratio of more than 60 percent of the Group's adjusted net income (as defined in Alternative performance measures on page 62). The proposal to pay dividend in any year is further subject to any restrictions under the company's borrowing arrangements and/or other contractual arrangements in place at the time. There can be no assurance that a dividend will be proposed or declared in any given year. If a dividend is proposed or declared, there can be no assurance that the dividend amount will be as contemplated above.

EVRY's Board will propose to the Annual General Meeting the payment of a dividend for 2017 of NOK 1.25 per share, which represents 44 percent of 2017 adjusted total profit/-loss of the year. The proposed dividend for 2017 represents a total payment of NOK 464 million on the basis of the number of shares outstanding at 31 December 2017.

20 LARGEST SHAREHOLDERS AT 31 DECEMBER 2017

Shareholder	Shares	% of shares
Morgan Stanley & Co. Int. PLC.*	201 410 067	54.32
Polygon (PE) Holdings LTD	19 444 554	5.24
Folketrygdfondet **	18 670 507	5.04
The Bank of New York Mellon SA/NV	9 961 215	2.69
State Street Bank and Trust Comp	8 419 557	2.27
Northwestern Trust Global Services LTD	4 715 352	1.27
State Street Bank and Trust Comp	4 686 622	1.26
Invesco Funds Series 4	4 678 139	1.26
Danske Bank A/S	4 114 404	1.11
Credit Suisse Securities (USA) LLC	4 034 600	1.09
State Street Bank and Trust Comp	3 966 812	1.07
Arctic Funds PLC	3 058 531	0.82
Skandinaviska Enskilda Banken	3 005 087	0.81
Arctic Funds PLC	2 671 145	0.72
Credit Suisse Securities (Europe)	2 650 368	0.71
Merrill Lynch International	2 535 000	0.68
Tredje AP-Fonden	2 504 901	0.68
UBS AG	2 459 581	0.66
Morgan Stanley & Co. Int. PLC.	2 418 248	0.65
State Street Bank and Trust Comp	2 407 095	0.65
20 largest shareholders total	307 811 785	83.01

* Lyngen Holdco S.A.R.L controlled 54.3% of the shares in EVRY ASA as of 31 December 2017, held through a custody account with Morgan Stanley & Co. Int. PLC. Lyngen Holdco S.A.R.L is indirectly controlled by private equity funds advised by ApaxPartners LLP.

** The government pension fund Norway

Source: Euroland

INVESTOR RELATIONS

EVRY is committed to providing the financial markets with precise, relevant, timely and consistent information. EVRY has introduced an investor relations policy in accordance with the Oslo Børs Code of Practice for IR as of 1 March 2017. The purpose of EVRY's IR policy is to ensure that the company complies with all official rules and regulations that apply to financial reporting and communication in the Norwegian financial market, and that it meets market participants' expectation to be provided with information on a timely and equal basis.

EVRY is committed to open dialogue with market participants, including shareholders, investors and analysts. All information that may be significant, relevant and price-sensitive for the capital markets is distributed in the form of stock exchange announcements published through Oslo stock exchange, as well as media and/or press releases. ■



Björn Ivroth rings the bell at the start of the day's trading at Oslo stock exchange, making EVRY's listing a reality. From the left: Henrik Schibler, Björn Ivroth, Øivind Amundsen (Oslo Børs), Göran Lindahl and Wiljar Nesse.

SHAREHOLDING DISTRIBUTION BY GEOGRAPHY AT 31 DECEMBER 2017

Country	Number of shares	Percentage of total share capital	Number of shareholders	Percentage of total shareholders
United Kingdom	243 680 809	65.7	40	2.5
Norway	36 243 163	9.8	1 350	84.8
United States	28 870 364	7.8	35	2.2
France	15 698 470	4.2	15	0.9
Sweden	14 188 935	3.8	52	3.3
Ireland	11 021 002	3.0	16	1.0
Australia	4 455 781	1.2	6	0.4
Luxembourg	4 344 273	1.2	12	0.8
Belgium	2 946 157	0.8	7	0.4
Other	9 357 123	2.5	59	3.7
Total	370 806 077	100	1 592	100

Source: Euroland



- United Kingdom 66%
- Norway 10%
- United States 8%
- France 4%
- Sweden 4%
- Ireland 3%
- Other 5%

Source: Euroland

Key figures

KEY FIGURES BY SEGMENT

NOK mill	2017	2016	2015	2014	2013	2012
EVERY FINANCIAL SERVICES						
Operating revenue	3 222	3 133	3 613	3 682	3 554	3 339
Adjusted EBITA	432	415	392	371	326	314
Adjusted EBITA-margin	13.4 %	13.2 %	10.9 %	10.1 %	9.2 %	9.4 %
Operational investments (CAPEX) incl. in-house developed software	181	182	205	115	188	199
Number of employees	1 409	1 238	1 299	1 457	1 490	1 490
EVERY NORWAY*						
Operating revenue	5 769	5 669	5 761	6 093	6 180	6 607
Adjusted EBITA	604	430	111	322	359	356
Adjusted EBITA-margin	10.5 %	7.6 %	1.9 %	5.3 %	5.8 %	5.4 %
Operational investments (CAPEX) incl. in-house developed software	61	64	130	255	334	209
Number of employees Norway	2 193	2 361	2 660	3 344	3 378	3 457
Number of employees Global Delivery				3 103	2 861	2 440
* incl Global Delivery for the years 2012-2014						
EVERY SWEDEN						
Operating revenue	3 312	3 245	3 430	3 472	3 293	3 307
Adjusted EBITA	325	305	232	255	213	234
Adjusted EBITA-margin	9.8 %	9.4 %	6.8 %	7.3 %	6.5 %	7.1 %
Operational investments (CAPEX) incl. in-house developed software	51	53	65	80	66	61
Number of employees	1 685	1 778	1 939	2 218	2 308	2 305

DEFINITIONS OF KEY FIGURES

EBITDA

Earnings before interest, tax, depreciation and write-downs of tangible assets and in-house developed software, and amortisation of customer contracts.

ADJUSTED EBITDA

EBITDA before other income and expenses.

EBITA

Earnings before interest, tax and amortisation of customer contracts.

ADJUSTED EBITA

EBITA before other income and expenses.

EQUITY RATIO

Total equity as a percentage of total equity and liabilities.

GEARING

Net interest-bearing liabilities divided by total book equity.

NET INTEREST-BEARING LIABILITIES

Total of current and non-current interest-bearing liabilities less liquid assets.

OPERATIONAL CASH FLOW

Cash flow from operational activities.

ADJUSTED OPERATIONAL CASH FLOW

Operational cash flow before other income and expenses.

Key figures for the Group

	2017	2016	2015	2014	2013*	2012**
KEY FIGURES (NOK MILLION)						
Operating revenue	12 596	12 246	12 860	12 773	12 600	12 731
EBITDA	629	1 217	-938	1 020	1 128	1 010
EBITDA-margin	5.0 %	9.9 %	-7.3 %	8.0 %	8.9 %	7.9 %
Adjusted EBITDA	1 821	1 583	1 278	1 290	1 219	1 141
Adjusted EBITDA-margin	14.5 %	12.9 %	9.9 %	10.1 %	9.7 %	9.0 %
EBITA	353	947	-1 405	543	673	484
EBITA-margin	2.8 %	7.7 %	-10.9 %	4.2 %	5.3 %	3.8 %
Adjusted EBITA	1 569	1 322	811	813	764	691
Adjusted EBITA-margin	12.5 %	10.8 %	6.3 %	6.4 %	6.1 %	5.4 %
Number of employees	8 545	8 864	9 422	10 350	10 323	9 873
Order backlog (NOK billion)	18.0	20.8	17.1	18.0	16.6	15.3
KEY FIGURES PER SHARE (NOK)						
Earnings per share	-0.82	1.12	-5.28	-3.26	-0.29	0.60
Adjusted earnings per share	2.82	2.18	1.15	1.85	1.49	1.16
Free cash flow per share	2.86	3.61	2.22	2.44	1.77	1.11
Book equity per share	10.15	0.73	8.03	16.02	20.04	20.46
Average number of shares outstanding	319 072 529	267 187 441	267 187 441	266 994 898	266 798 981	266 421 202
SOLIDITY						
Equity ratio	28.4 %	1.9 %	19.4 %	40.0 %	44.6 %	45.0 %
Gearing	1.18	31.17	1.87	0.60	0.55	0.55
Net interest-bearing liabilities (NOK million)	3 807	6 041	4 008	2 568	2 966	3 007
LIQUIDITY (NOK MILLION)						
Cash and bank deposits	880	990	900	616	683	561
Liquidity reserve	2 580	2 799	2 209	2 414	2 145	2 013
Cash flow from operations	-495	306	217	973	1 027	723
Adjusted cash flow from operations	1 272	1 280	1 002	1 068	1 099	807
Investments in fixed assets	176	161	297	398	484	425
Investments in in-house developed software	206	189	147	93	143	86
Sale of tangible operating assets (sales proceeds)	24	35	34	75	-	1
Free cash flow	913	964	592	652	473	297
Cash conversion	91.6 %	108.0 %	97.8 %	93.9 %	104.5 %	88.9 %
Cash conversion ex CAPEX	72.0 %	88.0 %	65.8 %	61.7 %	53.2 %	44.2 %

* The financial figures for 2013 are restated due to implementation of IFRS 11 Joint Arrangements with effect from 1 January 2014 and the classification of EVERY Danmark A/S as discontinued operations.

**The financial figures for 2012 are restated due to implementation of IAS 19 Employee Benefits with effect from 1 January 2013.

FREE CASH FLOW

Adjusted operational cash flow less investment spending (CAPEX) (excl sales).

CASH CONVERSION

Adjusted operational cash flow (excl finance) divided by Adjusted EBITDA.

CASH CONVERSION EX CAPEX

Adjusted operational cash flow (excl interest payments) less CAPEX divided by Adjusted EBITDA.

CASH FLOW PER SHARE

Net cash flow from operations divided by average number of shares outstanding.

EARNINGS PER SHARE

Profit/-loss for the year attributable to shareholders (owners of the parent company) divided by the average number of shares outstanding over the year.

ADJUSTED EARNINGS PER SHARE

Profit/-loss for the year attributable to shareholders (owners of the parent company) adjusted for other income and expenses after tax divided by the average number of shares outstanding over the year.

Alternative performance measures

EVERY Group's financial information is prepared in accordance with International Financial Reporting Standards (IFRS). In addition to the ordinary financial performance measures prepared in accordance with IFRS, it is management's intent to provide alternative performance measures (APM) to enhance the understanding of the Group's underlying performance. Financial APMs are intended to enhance comparability of the results and cash flows from period to period, and it is EVERY's experience that these are frequently used by analysts, investors and other parties. These measures are adjusted IFRS measures, defined, calculated and used in a consistent and transparent manner over the years and across the company where relevant. The alternative performance measures take into consideration other income and expenses defined as items regarded as special due to their nature and include among others provision for restructuring, write-downs, strategic processes and refinancing.

Financial APMs should not be considered as a substitute for measures of performance in accordance with IFRS.

ORGANIC REVENUE GROWTH

Organic revenue growth is a measurement of the company's ability to grow organically by additional net sales to existing and new customers as opposed to through growth. Organic growth is defined as revenue adjusted for the effects from material acquisitions, divestments and foreign currency effects. Organic growth is an important key figure to EVRY and to the users of the financial statements as it illustrates the underlying operational growth by excluding effects not related to the operations.

NOK million	2017	2016	Growth in percent
Reported revenues	12 596.4	12 246.4	2.9 %
Currency effects	-	-61.2	0.5 %
Effects from acquisitions	-	122.5	-1.0 %
Basis for organic growth	12 596.4	12 307.6	2.4 %

NOK million	2016	2015	Growth in percent
Reported revenues	12 246.4	12 859.5	-4.8 %
Currency effects	-	51.4	0.4 %
Basis for organic growth	12 246.4	12 910.9	-4.4 %
Loss of DNB non-mainframe contract	-	-548.0	-3.5 %
Basis for organic revenue growth adjusted for DNB	12 246.4	12 362.9	-0.9 %

ADJUSTED EBITA AND EBITDA

Earnings before interests, tax and amortisation of customer contracts (EBITA) is an important performance measure for EVRY. EBITDA exclude depreciation and write-downs of tangible assets and in-house developed software. Adjusted EBITA/EBITDA is defined as EBITA/EBITDA less items defined as other income and expenses, which includes inter alia, write-downs and restructuring. These performance measures are considered useful to the users of the financial statements when evaluating operational profitability on a more variable cost basis as they exclude amortisation and depreciation expense related to capital expenditure, and also items not considered to be part of ordinary operations.

NOK million	2017	2016
Adjusted EBITA	1 568.6	1 321.6
Provisions for restructuring	-32.9	-77.9
Write-down of other balance sheet items/projects	-	-26.1
IBM outsourcing agreement	-940.9	-249.8
Strategic processes/refinancing	-241.3	-21.1
Reported EBITA	353.4	946.7

NOK million	2017	2016
Reported EBITA	353.4	946.7
Depreciation and write-down of tangible assets and in-house developed software	275.6	270.3
Reported EBITDA	629.0	1 216.9
Provisions for restructuring	32.9	77.9
Write-down of other balance sheet items/projects	-	17.3
IBM outsourcing agreement	917.9	249.8
Strategic processes/refinancing	241.3	21.1
Adjusted EBITDA	1 821.2	1 583.0

ADJUSTED OPERATIONAL CASH FLOW

Adjusted operational cash flow is defined as cash flow from operating activities less the cash effect from other income and expenses. EVRY is of the opinion that this performance measure provides a better expression of the underlying cash flow from operations as it takes into consideration cash effects of items not directly related to its underlying operations, which will be useful to the users of the financial statements in analysing the company's operational profitability.

NOK million	2017	2016
Adjusted operational cash flow	1 272.2	1 280.2
Payments related to restructuring processes	-195.2	-368.2
Payments related to strategic projects/refinancing	-342.9	-51.2
Payments related to IBM outsourcing agreement	-1 228.8	-594.9
Cash flows from operations in discontinued operations	-	-0.8
Effect of new companies acquired	-	40.7
Reported operational cash flow ¹⁾	-494.7	305.9

¹⁾ Equals net cash flow from operations in the cash flow statement.

FREE CASH FLOW

Free cash flow represents the cash flow that EVRY is able to generate after the necessary investments have been made. Free cash flow is defined as operational cash flow adjusted for the cash effect of other income and expenses less investments in tangible operating assets and in-house developed software and sales of tangible assets.

NOK million	2017	2016
Adjusted operational cash flow	1 272.2	1 280.2
Investment in tangible operating assets	-176.3	-161.1
Investment in in-house developed software	-206.3	-189.4
Sale of tangible operating assets	23.6	34.5
Free cash flow	913.2	964.2

CASH CONVERSION

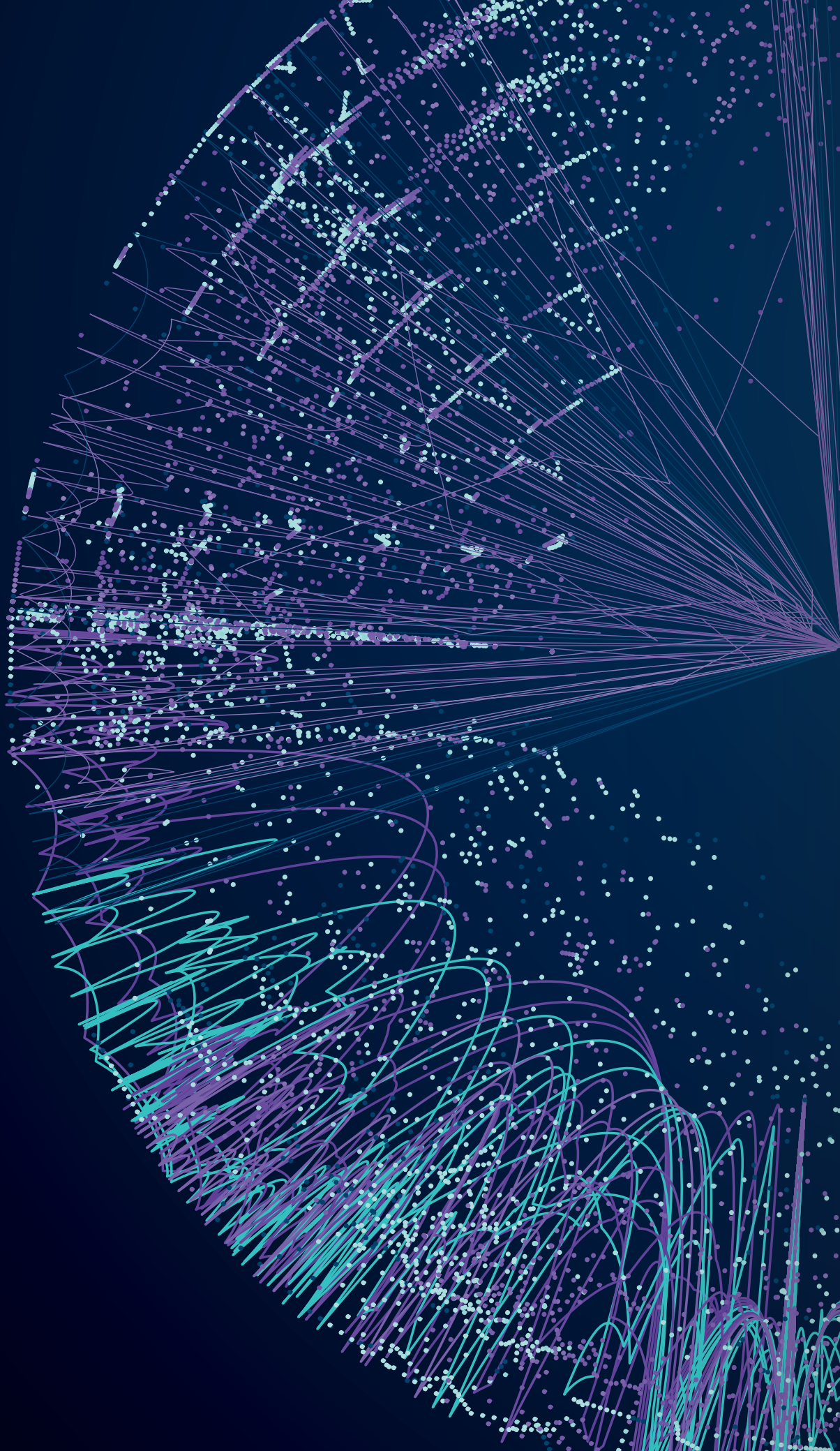
Cash conversion measures how EBITDA is converted into cash and is defined as adjusted operational cash flow before interest payments divided by adjusted EBITDA. In addition, cash conversion is also calculated after investments in tangible operating assets and in-house developed software and sales of tangible operating assets.

NOK million	2017	2016
Adjusted operational cash flow	1 272.2	1 280.2
Paid interests	395.0	428.9
Adjusted EBITDA	1 821.2	1 583.0
Cash conversion (in percent)	92 %	108 %
Investment in tangible operating assets	-176.3	-161.1
Investment in in-house developed software	-206.3	-189.4
Sale of tangible operating assets	23.6	34.5
Cash conversion after capex (in percent)	72 %	88 %

ADJUSTED EARNINGS PER SHARE

Earnings per share is calculated as profit/-loss for the year attributable to shareholders (owners of the parent company) adjusted for other income and expenses after tax, divided by the average number of shares outstanding over the year.

NOK million	2017	2016
Total profit/-loss for the year attributable to shareholders (owners of the parent company)	-262.2	300.1
Other income and expenses (note 3)	1 215.1	374.9
Finance costs related to new financing	313.0	-
Tax effect other income and expenses	-366.8	-93.7
Adjusted total profit/-loss for the year attributable to shareholders (owners of the parent company)	899.2	581.3
Average number of shares outstanding	319 072 529	267 187 441
Adjusted earnings per share	2.82	2.18



Business Report

About EVRY	70
Business areas	74

Digital Advantage



EVERY

MARKET SEGMENTS

EVERY
Norway

EVERY
Sweden

EVERY
Financial
Services

SERVICE AREAS ACROSS INDUSTRIES

EVERY Digital Platform Services

STRATEGIC PARTNERS



Method



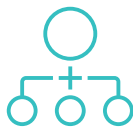
ABOUT EVRY

Building the digital society

More than five million people in the Nordics use services delivered by EVRY every day. The company is the force behind a whole range of innovations that have transformed the way people access services. Through our insight, solutions and technology, we contribute to the development of the digital society of the future, for the benefit of our customers, their customers and society as a whole.



More than
10 000 customers



Offices in 9 countries

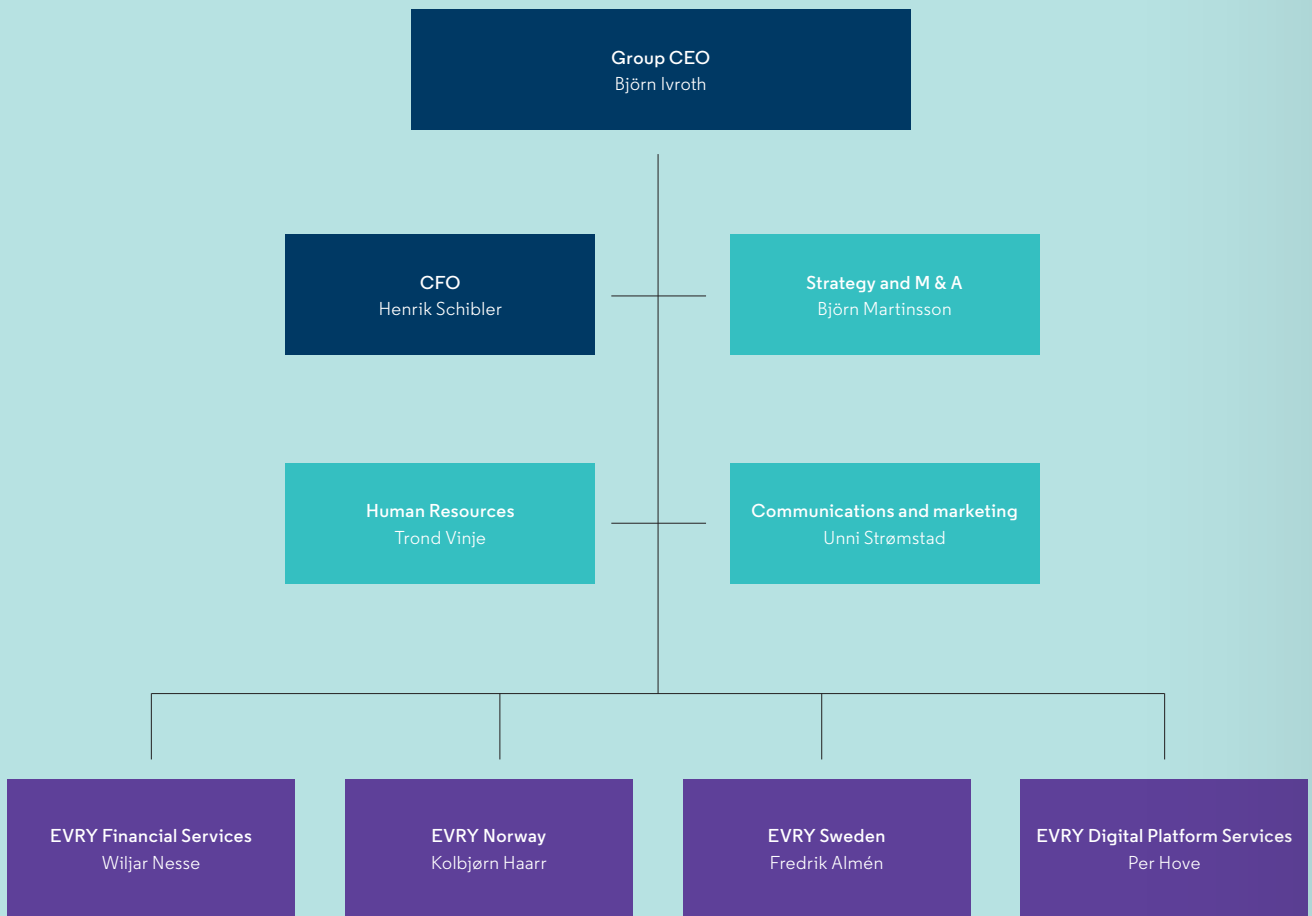
EVRY is a leading IT company in the Nordic region and has a strong local and regional presence. It delivers operationally critical solutions to more than 10 000 customers in business and industry and the public sector. The company develops new customer-centric solutions that give customers a digital advantage, modernise business processes and make IT operating services more efficient.

Every second, day and night, people are logging into their internet banking, retrieving important work documents, or just checking the time of the next train home. EVRY is the force behind services such as these that are of great value to society. Our employees are highly qualified and have in-depth expertise and extensive experience. Making use of our strong local knowledge and drawing on our international resources has allowed us to develop a unique position in the Nordic market. We provide both industrialised IT services to organisations that need standard solutions as well as solutions that are adapted to meet industry-specific and regulatory requirements.

EVRY is divided into the following market segments: EVRY Financial Services, EVRY Norway and EVRY Sweden, which are responsible for customer relationships and customer service. EVRY Financial Services delivers services to the banking and finance sector internationally, while EVRY Norway and EVRY Sweden serve all other sectors in their respective markets. The new EVRY Digital Platform Services unit, which was created by bringing together the Operations, Cloud Services and Global Delivery units, is closely integrated with EVRY's market segments.

As an integral part of its service offering EVRY has entered into strategic collaborations with leading global companies such as IBM, Microsoft, Google, Amazon Web Services, Apple, Facebook and Method.

EVRY has 8 545 full-time employees located across Norway, Sweden, Denmark, Finland, India, the United Kingdom, Ukraine, Latvia and Bulgaria. EVRY's head office is located in Fornebu, outside Oslo. ■



- Executive Group Management
- Staff and support functions
- Business areas



Björn Ivroth
CHIEF EXECUTIVE OFFICER – CEO

Experience: Björn Ivroth has more than 30 years' experience from top management positions at CGI, IBM and Accenture and from having worked as a consultant at McKinsey. From 2012 to 2014 he was the Managing Director of CGI Sweden, where he led the company's business transformation.

Education: A Master's degree in Business Economics from the School of Business, Economics and Law at the University of Gothenburg.



Henrik Schibler
CHIEF FINANCIAL OFFICER – CFO

Experience: Henrik Schibler has been CFO at ISS Norway, regional CFO at ISS Central Europe, and Finance Manager at ISS Group Operations. He has also worked at the FisherThermo Scientific/ Nunc Group and at Egmont.

Education: A Master's degree in Economics and Business Administration from Copenhagen Business School, with specialisation in Management, Accounting and Control.

Structured for efficiency

EVERY's organisational and operational structure is intended to ensure the group adapts quickly and efficiently to changes in the market and in customer needs. The company's staff and support areas are responsible for operational tasks and group services. The EVERY Financial Services, EVERY Norway and EVERY Sweden business areas are responsible for customer relationships and customer service. Deliveries from EVERY Digital Platform Services form an integral part of the service offerings of EVERY's business areas.

Business areas

EVERY FINANCIAL SERVICES

EVERY Financial Services is a complete industry vertical and is responsible for the Group's deliveries to bank and finance customers. The business area offers a broad and comprehensive portfolio of solutions to support banks in their management of continuous change and to facilitate the next generation of banking services.

EVERY has the experience, resources and expertise that banks and financial institutions need to adapt to the changes taking place in the sector. Through its in-depth industry knowledge, EVERY helps its customers to think innovatively and to generate new ideas that change how they operate and compete, with its services ranging from developing the customer experience to modernising and simplifying key IT systems and improving an organisation's cost efficiency by automating its processes.

It is crucial for banks to provide both their customers and employees with user-friendly banking services with state-of-the-art functionality. EVERY's significant investment in next-generation core banking and payment solutions is therefore strategically important for the company. The use of modern architecture and standards ensures that EVERY's solutions are flexible, cost-effective and adapted to international requirements. EVERY's development strategy and implementation methodology are firmly based on the company's close collaboration with the Banking Industry Architecture Network (BIAN), of which EVERY is the only member that is a Nordic IT service provider. The solutions can be delivered as SaaS services from EVERY, or as components installed at banks.

The Second Payment Services Directive (PSD2) is driving open banking as well as innovation and new initiatives in the financial services industry, with the banking sector opening up to new entrants and banks. The need for open banking capabilities and compliance with PSD2 will increase demand for solutions that foster and manage API-based business development, and this is an area that will continue to be in focus in the time ahead.

The market offers continuing new opportunities, and EVERY is well-positioned to capitalise on them. Gartner estimates that the Nordic market for IT services and software for banks will grow on average by 5.7% annually, taking it from NOK 33.7 billion in 2016 to NOK 42.0 billion in 2020.

EVERY Financial Services has 1 409 employees with in-depth insight into the opportunities and challenges that characterise the bank and finance market. EVERY Financial Services has significant experience from executing major and important projects, giving it the expertise and delivery capabilities needed to deliver on customer requirements.

EVERY NORWAY

EVERY Norway delivers business critical solutions to several focused industries within the private and public sector. Amongst

its customers are the largest organisations in Norway. EVERY is the market leader in the SMB market. The business area is responsible for approximately 25 percent of all IT service deliveries in Norway.

EVERY is represented in over 20 Norwegian towns and cities. The company focuses on selected industries such as the public sector, the healthcare sector, insurance, telecoms and logistics, manufacturing companies, the energy industry, and trading companies. With a customer-centric approach in combination with extensive industry experience and a high level of expertise, EVERY achieves significant digital gains for its customers. EVERY help customers modernise business processes and make IT operations more efficient and is the force behind a whole range of innovations that are shaping and developing Norwegian society every day. In each industry EVERY is a full-service provider of IT services throughout the whole value chain, from infrastructure and operations services to business process systems, applications, consulting services, collaboration solutions and innovation concepts. In the SMB segment, EVERY delivers complete and cost-efficient solutions through its extensive local presence. The company has dedicated teams that know the opportunities and challenges facing local businesses. In addition, EVERY has a unique partner network that ensures its customers have access to leading technology and specialist expertise and the flexibility to choose the best solution for their organisation.

EVERY is well-positioned for organic growth. Forecasts by the market intelligence company IDC indicate that the market for IT services in Norway will grow by 1.9% annually, taking it from NOK 32.8 billion in 2016 to NOK 35.2 billion in 2020. EVERY Norway has 2 193 employees with in-depth insight into the opportunities and challenges that characterise the Norwegian market. Thanks to its strong delivery capabilities and dedicated teams with extensive experience from large and complex projects, EVERY Norway is an attractive collaboration partner to customers in all the company's focus industries.

EVERY SWEDEN

Swedish customers want consultants who are technological and commercial experts in their sectors and industries. EVERY Sweden's ability to meet the market's needs with industry specific solutions and broad spectrum of innovative services, positions EVERY Sweden as the no 1 supplier of IT Services to the SMB segment in Sweden. Still maintaining a strong position in relation to large public and private sector organisations.

EVERY Sweden has a unique regional presence and it's 23 local offices take full responsibility for its customers' investment in IT, right from identifying their needs through to realising the benefits of their investment and following up on the results. EVERY Sweden offers everything from →



Wiljar Nesse
EXECUTIVE VICE PRESIDENT,
EVRY FINANCIAL SERVICES

Experience: Wiljar Nesse was previously Head of the Bank and Finance business area at EDB Business Partner. He has also worked at Elkem and AP Dow Jones, and as chief executive and part owner of Manamind AS.

Education: A Master's degree in Business Economics from the Norwegian School of Economics.



Kolbjørn Haarr
EXECUTIVE VICE PRESIDENT, EVRY NORWAY

Experience: Executive Vice President for Central Europe, Russia and Norway at Tieto, Managing Director of Tieto Norway, and a member of the Tieto Corporate Management Team as Executive Vice President for Telecom, Media, Energy and New Markets. He has also held several senior positions at HP, including Director of HP Technology Services in Northern Europe and Director of HP Services in Norway.

Education: Trained as an engineer at the Stavanger College of Engineering.



Fredrik Almén
EXECUTIVE VICE PRESIDENT, EVRY SWEDEN

Experience: Fredrik Almén has been Vice President for Business Process Services and Software Business at CGI, COO at CGI Sweden, and Vice President for Business Consulting. He has also been CEO of Antula Healthcare International, COO of KIN Group, Procurement Director at Eniro and a Management Consultant at Accenture.

Education: A Master's degree in Finance and Business Administration from Stockholm University.



Per Hove
EXECUTIVE VICE PRESIDENT,
EVRY DIGITAL PLATFORM SERVICES

Experience: EVRY group SVP Sales, Board Member, NamePhonect AS, Chairman of the Board Right Consulting AS, Chairman SYNQ.fm, Founder and board member Right Consulting AS, Country Manager Norway & Public Services Director Nordic HCL Technologies, board member, Computas AS, Managing Director Oracle Norge AS, Sales & Marketing Director TietoEnator, District Manager Siebel Systems, Account Manager SAP Norway.

Education: Per Hove holds a Master of Management degree from the BI Norwegian School of Management.

EVERY NORWAY
MARKET POSITION



Number 1 in the overall
IT services market



Number 1 in
SMB segment



Market share of 29 % in local
government sector



Market share of 21 %
in healthcare

EVERY FINANCIAL SERVICES
MARKET POSITION



Number 1 in banking and finance
solutions in the Nordic region



Number 1 in banking
and finance solutions in Norway



150 customers
in 12 countries



Market leader in card solutions
in the Nordic region

EVERY SWEDEN
MARKET POSITION



Number 1 in SMB segment



Number 4 in the overall
IT services market



Strong industry verticals
in the public sector



Strong specialist teams in areas
such as security
& mobility

strategic advice and consulting services through to complete solutions and IT operating services, and has the delivery capabilities to serve small, medium-sized and large customers. Thanks to its in-depth expertise in business-critical services, including in data storage, cloud services architecture, IoT, analytics, automation, information logistics and application operations, EVRY is able to offer both efficient and reliable infrastructure services and value-adding services, supporting customers in their digital change journeys.

EVRY is well-positioned for future growth in the Swedish market. Its greatest competitive advantage is its ability to combine its local knowledge and presence with its international resources for systems development. Forecasts by the market intelligence company IDC indicate that the market for IT services in Sweden will grow by 2.2% annually, taking it from NOK 63 billion in 2016 to NOK 68.9 billion in 2020.

EVRY Sweden has 1 685 employees with in-depth insight into the opportunities and challenges that characterise the Swedish market. Thanks to its experience from a range of large and important projects, EVRY Sweden has the strong expertise, innovative solutions and unique local delivery capabilities, all which are required to meet the needs of the market it serves.

EVRY DIGITAL PLATFORM SERVICES

EVRY Digital Platform Services is a new business area that was set up in 2017 by bringing together Nordic Operations, Cloud Services and Global Delivery. This step has given EVRY a more future-oriented organisation for operations and digital service development. The new delivery unit is responsible for shared methods, processes and tools across EVRY Financial Services, EVRY Norway and EVRY Sweden.

EVRY Digital Platform Services works to set up new partnerships with leading global companies and to develop the partnerships EVRY already has in place in order to secure new and future-oriented services with scalability across all industries.

EVRY Digital Platform Services has 1 035 employees with in-depth technical knowledge and expertise in digitalisation, IT infrastructure and cloud-based delivery models. Global Delivery, which now is included in EVRY Digital Platform Services, has 3 200 employees. This division provides offshoring from India, nearshoring from Ukraine and first-line customer service from Latvia. ■



Björn Martinsson

EXECUTIVE VICE PRESIDENT,
HEAD OF GROUP STRATEGY AND M&A

Experience: Björn Martinsson has more than 16 years experience in investment banking across Europe and Asia, with particular knowledge of the technology sector, having advised numerous clients on strategic M&A, divestitures and capital raisings. Before joining EVRY, he was Executive Director of Nomura, Nordic Investment Banking / EMEA Software & IT Services.

Education: A Master's degree in Finance from the Stockholm School of Economics

Unni Strømstad

EXECUTIVE VICE PRESIDENT, CORPORATE
COMMUNICATION AND MARKETING

Experience: Unni Strømstad has 20 years experience from communication and marketing management in Telecom, IT and the Financial sector. Before joining EVRY she was Communication Director and Chief Press Officer at Nordea. She has also held several positions at Eniro, including Nordic Marketing Director and Head of Marketing and Communications in Eniro Norway.

Education: A Master's degree in Management from Norwegian Business School and a Bachelor degree from University of Oslo.

Trond Vinje

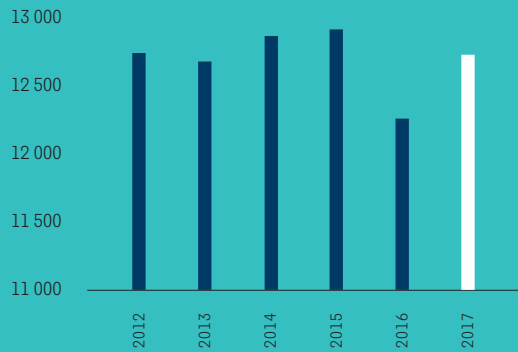
EXECUTIVE VICE PRESIDENT,
HUMAN RESOURCES

Experience: Trond Vinje has been HR Director at CGI Norway, HR Director at Scandic Hotels, and HR Manager and Quality Manager at ISS Facility Services. He has also held senior management positions at Accenture and the Norwegian Tax Administration, and his background is as a consultant at the PA Consulting Group.

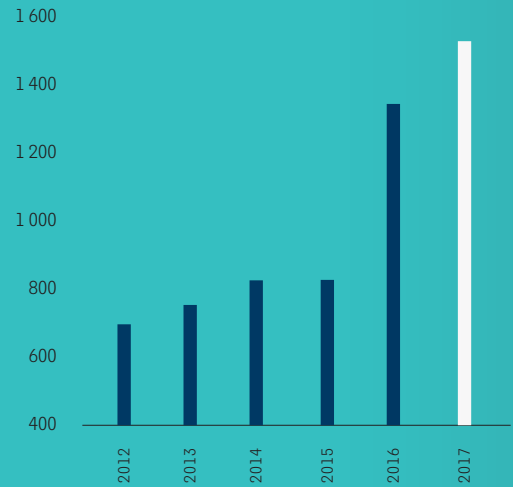
Education: A Master's degree in Political Science, specialising in Management and Organisation, from the University of Oslo and Manchester Metropolitan University.

EVERY Group

OPERATING REVENUE NOK MILLION



ADJUSTED EBITA NOK MILLION

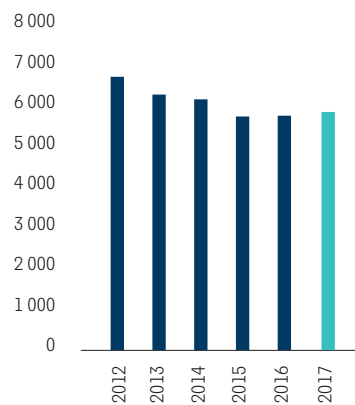


EVERY Norway

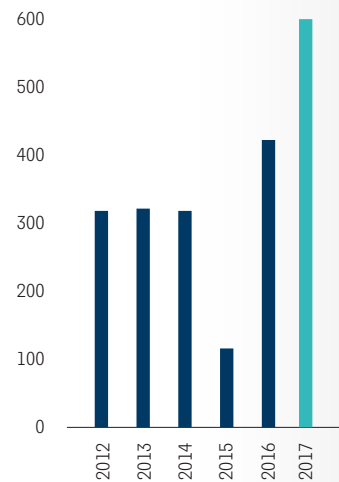
OPERATING REVENUE



OPERATING REVENUE* NOK MILLION



ADJUSTED EBITA* NOK MILLION



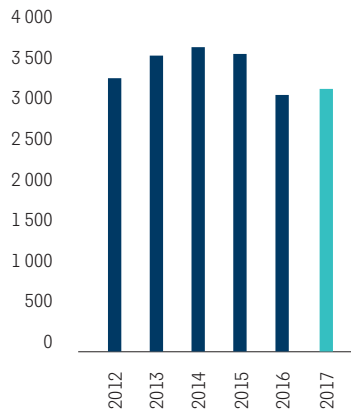
* incl Global Delivery for the years 2012-2014

EVERY Financial Services

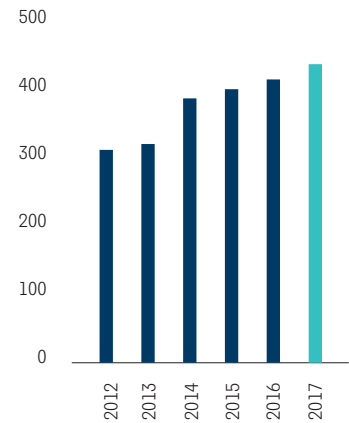
OPERATING REVENUE



OPERATING REVENUE NOK MILLION



ADJUSTED EBITA NOK MILLION

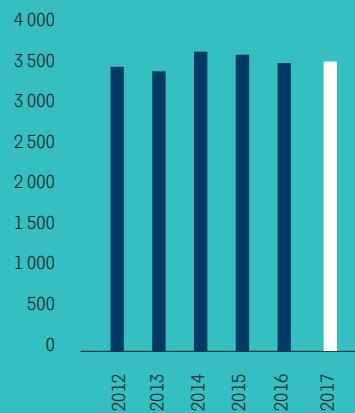


EVERY Sweden

OPERATING REVENUE

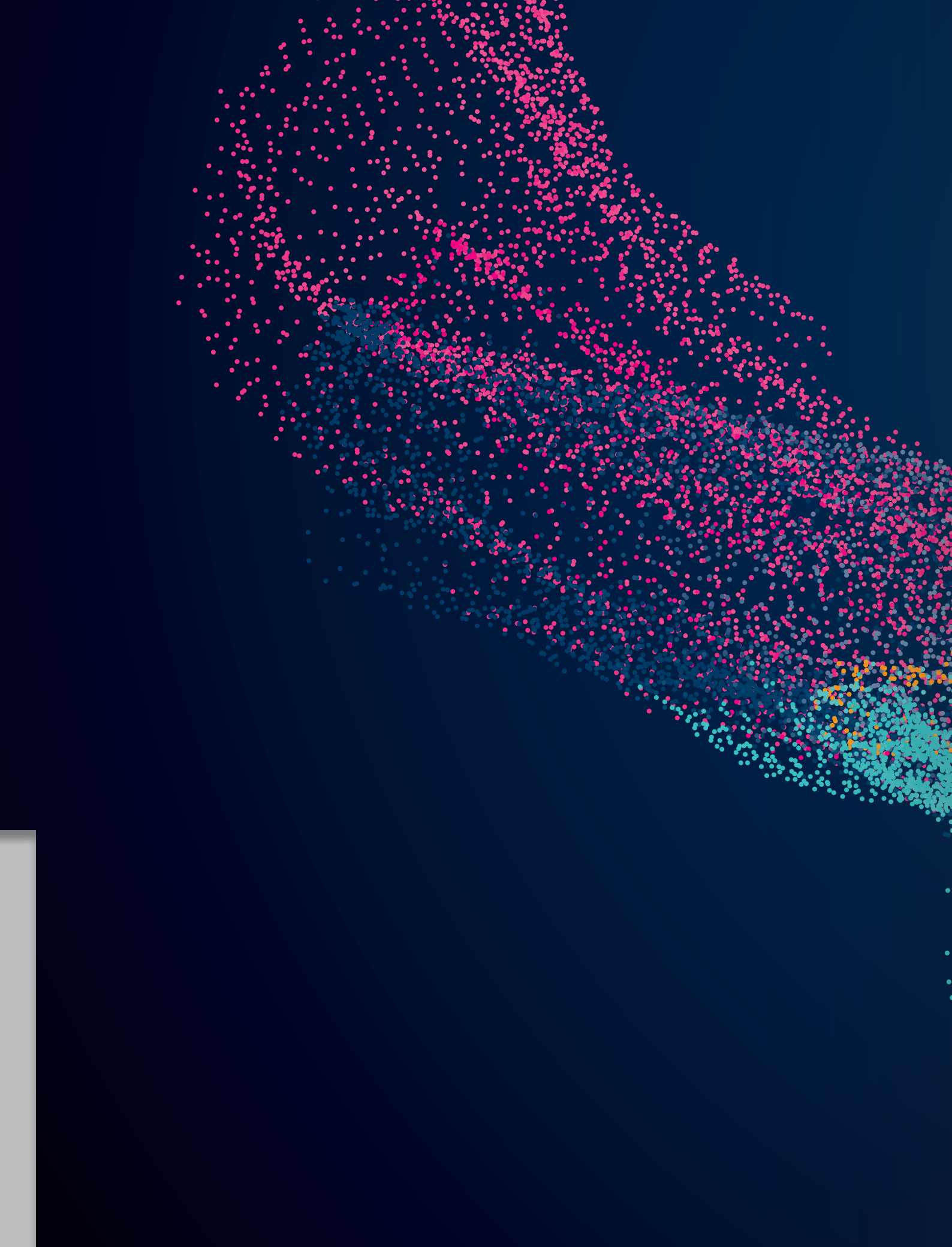


OPERATING REVENUE NOK MILLION



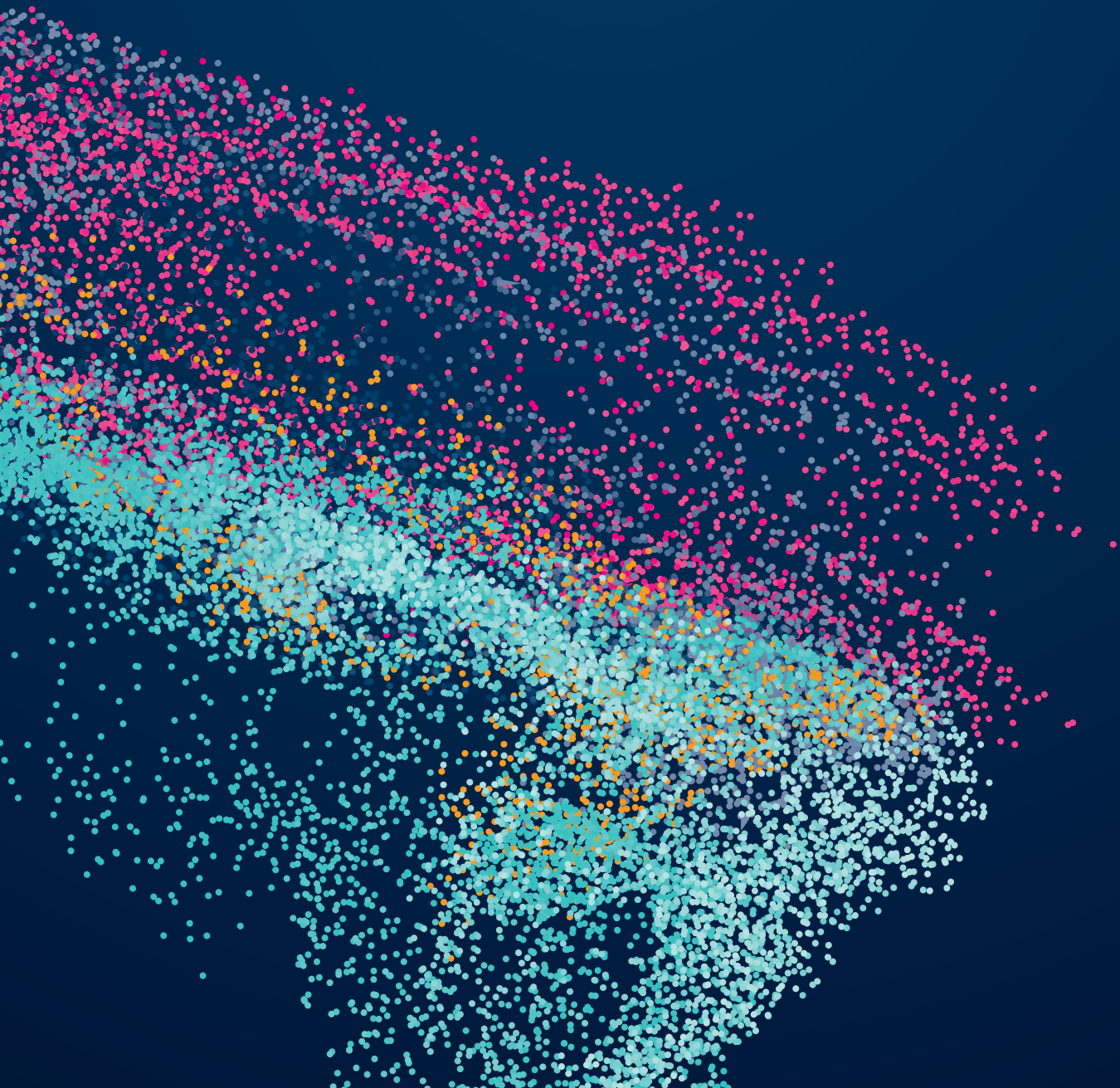
ADJUSTED EBITA NOK MILLION





From the Boardroom

The Board of Directors of EVRY	82
Corporate governance	84
Report from the Board of Directors 2017	90



The Board of Directors



¹ Göran Lindahl

CHAIRMAN OF THE BOARD

Experience: Göran Lindahl is Chairman of the Board of Directors of IKEA Greentech AB and of LivSafe Group, and a Board Member of INGKA Holding BV. He was the CEO and president of the global technology and engineering group ABB Ltd from 1997 to 2000, and spent more than 30 years in various positions in the ABB Group. Göran has also previously served on the Boards of Atlas Copco AB, El du Pont de Nemours and Company, the Sony Corporation, Ericsson and Saab. He has also worked as a special advisor to former UN Secretary General Kofi Annan.

Education: Master's degree in Electrical Engineering from Chalmers University of Technology in Gothenburg, Sweden.

² Salim Nathoo

BOARD MEMBER ELECTED BY SHAREHOLDERS

Experience: Salim Nathoo is a Partner in the Tech & Telco team at Apax Partners and is based in London. He joined Apax Partners in 1999 and specialises in the Tech and Telecom space. Prior to joining Apax, Salim Nathoo was a consultant at McKinsey where he specialised in advising clients in the telecom sector.

Education: MBA from INSEAD and an MA in Mathematics from the University of Cambridge.

³ Rohan Haldea

BOARD MEMBER ELECTED BY SHAREHOLDERS

Experience: Rohan Haldea is a Partner in the Tech & Telco team at Apax. He joined Apax Partners in 2007 and is based in London. Prior to joining Apax, he was an Associate at Bain Capital in their North American private equity division in New York, where he specialised in evaluating and executing transactions in the industrial, distribution and retail sectors. Haldea has also worked as a consultant at McKinsey in India.

Education: MBA from Harvard Business School and a Bachelor of Technology in Manufacturing Sciences and Engineering from the Indian Institute of Technology, New Delhi

⁴ Kristin Krohn Devold

BOARD MEMBER ELECTED BY SHAREHOLDERS

Experience: CEO of the Norwegian Hospitality Association (NHO Reiseliv), Norwegian Minister of Defense 2001 – 2005, Member of the Norwegian Parliament for the Conservative Party 1993-2005, General Secretary of The Norwegian Trekking Association 2006-2013.

Education: Master, Norwegian School of Economics and Business Administration, and Bachelor in sociology from the University (NHH).

⁵ Louise Sondergaard

BOARD MEMBER ELECTED BY SHAREHOLDERS

Experience: Louise Sondergaard is a member of the Tech and Telco team at Apax Partners. She joined Apax in 2014 and is based in London. Prior to joining Apax Partners, Louise Sondergaard was an Associate at McKinsey & Company in London, where she primarily worked on restructuring, transformation and strategy topics.

Education: An M.Sc. from London Business School (with distinction) and a BSc in International Business from Copenhagen Business School.

⁶ Leif Teksum

BOARD MEMBER ELECTED BY SHAREHOLDERS

Experience: Partner, Vest Corporate Advisors. Extensive banking experience in specialist functions as well as Group Management in DNB over 23 years. International experience as responsible for all of DNB's business outside Norway. Industry knowledge within the Shipping, Oil & gas, Seafood, Manufacturing, Real Estate and Service sectors. Board member and Chairperson in a large number of corporations such as Yara International ASA (Chairman). *Education:* Master in Economics, Norwegian School of Economics (NHH).

⁷ Al-Noor Ramji

BOARD MEMBER ELECTED BY SHAREHOLDERS

Experience: Al-Noor Ramji is Group Chief Digital Officer at Prudential, responsible for developing and executing an integrated, long-term digital strategy for the Group. Before joining Prudential, he worked at Northgate Capital, where he ran the technology-focused funds. He has also worked for Misys, the financial services software group, and held leading technology and innovation roles at BT Group, Qwest Communications, Dresdner Kleinwort Benson and Swiss Bank Corporation.

Education: CFA, B.Sc. Electronics from the University of London.

⁸ Malin Persson

BOARD MEMBER ELECTED BY SHAREHOLDERS

Experience: Malin Persson is a professional non-executive board director and serves on, among others, the boards of Getinge, Konecranes and Ricardo. Previously Malin has held senior positions mainly in global industrial companies with a particular focus on research & innovation and strategy. Malin has been the President & CEO of Chalmers University Foundation, CEO of Volvo Technology AB and Vice President Corporate Strategy & Business Development in the Volvo Group.

Education: M.Sc. (Tech.), Industrial Engineering and Management, from Chalmers University of Technology, Sweden.

⁹ Sigve Sandvik Lærdal

BOARD MEMBER ELECTED BY EMPLOYEES

Experience: Sigve Sandvik Lærdal is currently employed as Change Manager in EVRY Digital Platform Services. He has several years of experience as Solution Advisor from the ITSM Tools Department in EVRY, with responsibility for support function and application management related to the Service Desk tools in EVRY.

Education: Business Administration, Economics from BI Norwegian Business School. Bachelor's Degree, IT Candidate from Norwegian School of Information Technology. Additionally college courses in HRM – Human Resource Management and Basic Labour Law from Buskerud and Vestfold University College.

¹⁰ Jenny Lindh

BOARD MEMBER ELECTED BY EMPLOYEES

Experience: Jenny Lindh is currently employed as Process Owner of Temp Resource and Time reporting process, Operational excellence, EVRY Sweden. Jenny has a broad experience from a lot of companies. She has been acting business manager, team manager, process owner and Lecturer.

Education: Master of Education, University of Umeå and Bachelor in Science, University of Stockholm/Umeå.

¹¹ Tommy Sander Aldrin

BOARD MEMBER ELECTED BY EMPLOYEES

Experience: More than 30 years of experience in Operations and Application Operations (AO/AM) on mainframe systems, mainly in Financial Services. Specialist in automation, integration and production planning. Leader of the Negotia union in EVRY.

Education: Educated in cybernetics, electronics and computer technology at OIH (OsloMet).

¹² Bente Riis Lennertzen

BOARD MEMBER ELECTED BY EMPLOYEES

Experience: Bente Riis Lennertzen has a broad experience as Acting Business Unit Manager, Core Banking in EVRY Financial Services, Acting head of department, Sales & Business Development, and Product manager, EVRY.

Education: Bachelor of Education (BoE), Secondary Education and Teaching, Information technology. Bachelor degree, Management Information Systems, General, Information technology.



Corporate governance

EVERY is committed to good corporate governance that contributes to optimal value creation over time. The objective of corporate governance is to regulate the division of roles between shareholders, the Board of Directors and executive management.



OUR PRINCIPLES ARE:

- EVERY will provide open, reliable and relevant communication to the outside world about the company's activities and its corporate governance
- EVERY's Board of Directors will be independent of the Group's executive management and ensure a clear division of responsibility between the Board of Directors and the executive management
- EVERY will ensure that there are no conflicts of interest between the interests of its shareholders, the members of its Board of Directors and its executive management
- EVERY will treat all shareholders equally

1. IMPLEMENTATION AND REPORTING ON CORPORATE GOVERNANCE

EVERY ASA's Board of Directors (the "Board") has the ultimate responsibility for ensuring that the company practices good corporate governance.

EVERY ASA is a Norwegian public limited liability company listed on the Oslo stock exchange.

Confidence in EVERY ASA and its business activities as a whole is essential for the Group's continuing competitiveness.

EVERY is committed to openness about its systems and procedures for the management of the Group. This strengthens value creation and builds internal and external confidence, while at the same time promoting an ethical and sustainable approach to business.

EVERY's website, evry.com, provides relevant information about the company's corporate vision and business concept as well information on the company's policy for corporate social responsibility and its Code of Conduct.

As a listed company, EVERY adheres to the Norwegian Code of Practice for Corporate governance (NUES) issued by the Norwegian Corporate Governance Board (NOCGB). EVERY will provide explanation should there be need for any deviations from the Code.

2. BUSINESS

The business objective of EVERY ASA is defined in Article 3 of the company's Articles of Association, which state that: "The company's business is to develop, manage and operate its own and other parties' IT solutions, to sell services and consultancy and any activities related to the foregoing. These activities may be carried out by the company itself, by its subsidiaries or through participation in other companies and collaboration with other parties."

EVERY's Articles of Association are available on EVERY's website, evry.com. The Articles of Association were most recently updated on 20 June 2017.

3. EQUITY AND DIVIDEND POLICY

The book value of the Group's equity at 31 December 2017 was NOK 3 239.2 million, representing an equity ratio of 28.4 percent. The Group's capital adequacy is kept under constant review in relation to its objectives, strategy and risk profile.

The company's objective is to generate a return for its shareholders through dividends and increases in the share price that is at least in line with the return available on similar investment opportunities of comparable risk. The Board proposes a dividend if it is satisfied that this will not have an adverse effect →

on the company's future growth ambitions and capital structure. Extraordinary dividends may be distributed in particular circumstances and will be evaluated on a case by case basis.

For the financial year 2017, the Board will propose a dividend of NOK 1.25 per share, equivalent to approximately NOK 463.5 million.

Pursuant to a resolution made at an extraordinary general meeting held on 31 May 2017, the Board is authorised to increase the company's share capital by a maximum amount of NOK 525 000. The authorisation is valid until the annual general meeting in 2018 or until 30 June 2018. As at 31 December 2017, the Board did not hold any authorisation to purchase own shares.

In connection with the initial public offering conducted in June 2017, EVRY ASA issued 103 467 096 new shares, after which 370 806 077 shares are issued, each with a nominal value of NOK 1.75. The company did not hold any of its own shares at the end of 2017.

4. EQUAL TREATMENT OF SHAREHOLDERS AND TRANSACTIONS WITH CLOSE ASSOCIATES

EVRY has only one class of shares. The Articles of Association do not impose any restrictions on voting rights and all shares have equal voting rights.

EVRY's Board and executive management are committed to treating all the company's shareholders equally. At the end of 2017, Lyngen Holdco S.A.R.L. held 54.32 percent of the share capital of EVRY ASA. The remaining share capital is spread among approximately 1 600 shareholders.

The Board will obtain independent valuations for any material transactions between the company and its shareholders, parent companies of its shareholders, members of the Board, executive personnel or any close associates of such parties.

The company has guidelines in place to ensure that members of the Board and executive personnel notify the Board if they have any material interest, directly or indirectly, in a pending transaction or decision.

5. GENERAL MEETINGS

The Annual General Meeting ("AGM") is the company's ultimate corporate body. The Board strives to ensure that the AGM is an effective forum for communication between shareholders and the Board.

The AGM is usually held before 1 June each year, and in any case no later than 30 June, which is the latest date permitted by company law.

The notice calling the AGM and any Extraordinary General Meeting is made available on newsweb.no and the company's website (evry.com) and will be sent to all shareholders no later than three weeks in advance of the meeting. Article 8 of EVRY's Articles of Association stipulates that the supporting documents dealing with matters to be considered at a meeting can be made available on the company's website rather than being sent to shareholders by post. However, shareholders are still entitled to receive the documents by post upon request if they so wish.

The supporting documentation shall contain relevant information for shareholders to form a view on the matters to be considered. In accordance with the company's Articles of Association, shareholders wishing to attend a general meeting must notify the company by the deadline given in the notice calling the meeting, which can be no earlier than two days before the meeting.

Shareholders must give written notice of their intention to attend a general meeting, either by post, electronic registration or e-mail. Shareholders who are unable to attend a meeting are encouraged to appoint a

proxy. The arrangements for appointing a proxy allow shareholders to specify how their proxy should vote on each matter to be considered. Representatives from the Board attend general meetings, and the auditor also attends the AGM. The executive management is represented at general meetings with, at a minimum, the CEO and normally also the CFO attending.

The Board decides the agenda for general meetings. The main agenda items for the AGM are determined by the requirements of the Public Limited Liability Companies Act. Each general meeting appoints a chairperson for the meeting who will lead the meeting with due attention to shareholders' rights under accordance with legislation and the company's Articles of Association. The CEO gives a presentation of the Group at each AGM. The minutes from general meetings are published on newsweb.no and on the EVRY website at evry.com.

6. NOMINATION COMMITTEE

In preparation for the listing of EVRY, an Extraordinary General Meeting on 31 May 2017, approved instructions for a new Nomination committee to be established following the IPO, reflecting the shareholder base for EVRY as a listed company.

The members of the new Nomination committee will be elected by the annual general meeting in 2018 based on a proposal made by the existing Nomination committee. The members of the Nomination committee serve for a two-year term of office.

The Nomination committee's duties are to nominate candidates for consideration by the AGM for appointment as shareholder-elected members of the Board, including the Chairman, and to nominate candidates for the members of the Nomination committee. The mandate for the Nomination committee

includes guidance on selecting suitable candidates to ensure an appropriate composition of expertise on the Board. The Nomination committee is also responsible for carrying out an annual review of the remuneration paid to the members and deputy members of the Board and submitting specific proposals in this respect to the AGM.

The members of the Nomination committee are:

- Francisco Menjibar, Chair

- Arthur Brothag

- Mark Richards

7. BOARD OF DIRECTORS - COMPOSITION AND INDEPENDENCE

The Board of Directors of EVRY is elected by the Annual General Meeting.

The Board of EVRY comprise 12 members. Eight members of the Board have been elected by shareholders. The shareholder-elected members represent varied and broad experience from relevant industries and areas of technical specialty, and the members bring experience from both Nordic and international businesses. Five of the shareholder-elected board members are considered by the company to be independent of the company, its main shareholders and its material business contacts. The Board does not include any members from the company's executive personnel. Four members of the Board are elected by employees. The employee-elected members represent significant experience at the Group and contribute important perspectives for the Board's work.

EVRY believes that the Board as a whole represents the best interests of all the company's shareholders.

The Board has rules on conflicts of interest to ensure that any potential

conflicts are identified and handled in a professional manner. The Board's guidelines require that members must notify the Chairman if the Board is to consider any matter in which they may have a financial interest or are otherwise involved. EVRY does not have a corporate assembly by agreement between the company's trade unions, Board and executive management.

An up-to-date overview of the members of the Board of EVRY ASA is provided on the company's website at evry.com.

8. THE WORK OF THE BOARD

The Board has the ultimate responsibility for the management of the Group and for supervising its day-to-day management and activities in general. This includes developing the company's strategy and monitoring its implementation. In addition, the Board exercises supervision responsibilities to ensure that the company manages its business and assets and carries out risk management in a prudent and satisfactory manner.

The CEO is appointed by the Board of Directors. The Board issues a mandate for the work of the CEO. There is a division of responsibilities between the Board and the CEO. The CEO is responsible for the operational management of the Group.

The Board holds regular meetings, which are held as physical meetings. Extraordinary Board meetings are held between the ordinary meetings as and when required, and these are generally conducted as telephone conferences. In exceptional circumstances, Board decisions may be made on the basis of circulating documents. In addition, the Board has appointed an Audit Committee and a Compensation Committee to work on matters in these areas, as well as a Strategy Committee. The sub-committees provide subject matter advice to and preparation for the full Board. →

Audit Committee

The Audit Committee is appointed by the Board, and its main responsibilities are to supervise the Group's systems for internal control, to ensure that the auditor is independent and to ensure that the annual accounts give a fair picture of the Group's financial results and financial condition in accordance with generally accepted accounting practice. The Audit Committee has reviewed the procedures for risk management and financial controls in the major areas of the Group's business activities. The Audit Committee receives reports on the work of the external auditor and the results of the audit. In addition, the company employs a head of Internal Audit, who is responsible for the internal audit function, and shall attend all internal and external audit meetings.

The members of the Audit Committee are:

- Leif Teksum, Chair
- Louise Sondergaard
- Sigve Sandvik Lærdal, from 12 December 2017 (succeeding Eirik Bornø)

Compensation Committee

The Compensation Committee makes proposals to the Board on the employment terms and conditions and total remuneration of the CEO and other executive personnel. These proposals are also relevant for other employees.

The members of the Compensation Committee are:

- Kristin Krohn Devold, Chair
- Göran Lindahl
- Salim Nathoo
- Bente Lennertzen, from 21 March 2018 (succeeding Ingrid Lund)

Strategy Committee

The Strategy Committee assists the Board and executive management in terms of strategic direction, market trend analysis and early stage assessment of M&A opportunities.

The members of the Strategy Committee are:

- Göran Lindahl, Chair
- Rohan Haldea
- Al-Noor Ramji
- Malin Persson

9. RISK MANAGEMENT AND INTERNAL CONTROL

EVERY has a well-established internal control function, which is the foundation for the Group's internal control and risk management systems. EVERY's internal control and risk management systems consist of a set of policies, procedures and organisational structure. The internal control and risk management systems consist of processes for EVERY's strategy, operations, business ethics, legislative and regulatory compliance, and internal and external reporting.

Internal control over financial reporting at EVERY is documented in EVERY's Governance Risk Compliance (GRC) system. The controls are tested regularly, and continual improvement work is carried out to maintain quality.

EVERY operates a structured risk management process that includes relevant categories of risk, including strategic risk, financial risk, reputational risk, technical risk, and legislative and regulatory compliance risk. EVERY's risk management process is based on ISO 31000:2009, but EVERY has not applied for certification under the standard.

EVERY is not subject to direct supervision by Finanstilsynet (the Financial

Supervisory Authority of Norway), but Finanstilsynet can exercise control over the Group through the banks that are customers of the company (the ICT Regulations).

Business ethics

Compliance with EVERY's Code of Conduct is a key component of the Group's internal control system. EVERY's Code of Conduct is approved by the Board. The Group carries out annual processes to ensure all business areas are familiar with and comply with the Code. All employees, including employees of wholly owned subsidiary companies, are required to re-confirm yearly that they have read and understood the Code. All new employees are provided with an introduction to the Code as part of their training program and have to sign a declaration confirming they have read and understood it.

EVERY has a Compliance function, which is responsible for work on business ethics issues. The Compliance function consists of the Group Compliance Officer together with Compliance Managers who are assigned to the Group's different business areas and geographies.

EVERY operates whistle-blowing channels for employees to use in the event that they wish to report a circumstance that could be a breach of EVERY's Code of Conduct, or if they require advice in relation to ethical matters. The whistle-blowing channels can be easily accessed by all employees via EVERY's intranet and email (compliance@evry.com). The Compliance function also has entered into an agreement with the accountancy and business advisory firm BDO, which involves BDO managing a whistle-blowing channel for EVERY that offers full anonymity, and also allows users to enter into written dialogue and to exchange information without losing their anonymity. Employees, customers,

suppliers and other third parties are all able to use the whistle-blowing channel anonymously.

Internal audit

The main purpose of Group Internal Audit (GIA) is to help ensure EVERY achieves its goals by evaluating EVERY's internal control and risk management systems. GIA does this by applying a structured working methodology that ensures objective assessment and by following up that areas for improvement in internal control and risk management are implemented. The methodology GIA uses is based on standards produced by the Institute of Internal Auditors. GIA's mandate is to audit all majority-owned companies in the EVERY Group.

GIA's charter is approved by the Board. An audit plan is drawn up annually and approved by the Board based on recommendations from the Audit Committee. GIA reports on the results of its audit activities to the Audit Committee at least twice a year, and it reports to the CFO on a daily basis. Whenever the Audit Committee deems it necessary, GIA will also attend Board meetings.

Annual review by the Board

The Board receives regular reports on risk management at its meetings, through routine financial reporting and the executive management's reports on each business area.

10. REMUNERATION OF THE BOARD OF DIRECTORS AND THE NOMINATION COMMITTEE

The remuneration paid to the members of the Board is decided by the AGM based on proposals by the Nomination committee.

The notes to the accounts for 2017 provide information on the remuneration paid to the Board in 2017.

11. EXTERNAL AUDITOR

Ernst & Young is the auditor for EVERY.

The auditor attends at least one meeting each year with the Board at which the company's management is not represented. The auditor participates at meetings of the Board that consider the annual accounts and participates at all meetings of the Audit Committee.

The Board shall at least yearly request that the auditor confirms his independence. ■



2017

Report from the Board of Directors

EVERY reported organic revenue growth within all business areas in 2017 and increased profitability.



EVERY's financial performance in 2017 was impacted by certain global trends that are expected to be key

drivers of growth also in 2018. One of these is the PSD2 directive, which is driving open banking as well as innovation and new initiatives in the financial services industry. The need for open banking capabilities and compliance with PSD2 will increase demand for solutions that foster and manage API-based business development. EVERY's strong position in the financial services industry in the Nordics was demonstrated by the five-year contract it signed with Sbanken (former Skandiabanken), which EVERY will provide with next-generation core banking and payment solutions. This agreement also covers future collaboration in relation to open banking and innovation.

In 2017 EVERY experienced stronger demand for application development and digitalisation services. EVERY set up a new cognitive centre to explore robotics, automation, chat bots and machine learning. Over the year EVERY signed contracts for new automation projects in both the public and private sectors, giving it an attractive platform for strengthening its position and further achieving growth from these services and solutions.

EVERY's consolidated operating revenue for 2017 was NOK 12 596.4 million, an increase of NOK 350 million from NOK 12 246.4 million in 2016. After adjusting for exchange rate effects and company acquisitions and sales, organic revenue grew by 2.4 percent.

The Group's operating result before amortisation of customer contracts and other income and expenses (adjusted EBITA) was NOK 1 568.6 million in 2017 as compared to NOK 1 321.6 million in 2016. EVERY's adjusted EBITA margin increased by 1.7 percentage points from 10.8 percent in 2016 to 12.5 percent in 2017.

The Group's cash conversion ratio was 91.6 percent in 2017, a decrease of 16.4 percentage points from 2016. The Group's free cash flow (adjusted for other income and expenses) was NOK 913.2 million in 2017, compared to NOK 964.2 million in 2016.

The Group's order backlog at the end of December 2017 was NOK 18.0 billion, of which NOK 7.2 billion is due for delivery in 2018. The Group's order backlog at the end of December 2016 totalled NOK 20.8 billion.

Earnings per share for 2017 was NOK -0.82 as compared to NOK 1.12 in 2016. Adjusted earnings per share for 2017 was NOK 2.82 as compared to NOK 2.18 in 2016. →

(For more detailed information see page 62-67 "Key Figures, Definitions, Alternative Performance Measures")

Financial statements

OPERATING REVENUE

EVERY's consolidated operating revenue for 2017 was NOK 12 596.4 million as compared to NOK 12 246.4 million in 2016, representing organic revenue growth of 2.4 percent. This growth was principally driven by higher revenue in the digital and application services areas, while revenue was lower in the infrastructure services area. The growth achieved in applications services was largely in the EVERY Financial Services segment, particularly in the Nordic card services market.

OPERATING RESULT BEFORE AMORTISATION OF CUSTOMER CONTRACTS (EBITA)

The Group's operating result before amortisation of customer contracts (EBITA) for 2017 was a profit of NOK 353.4 million as compared to a profit of NOK 946.7 million in 2016. EBITA was negatively impacted in 2017 by other income and expenses totalling NOK 1 215.1 million, NOK 940.9 million of which amount relates to implementing EVERY's outsourcing contract with IBM and NOK 241.3 million to transaction costs associated with EVERY's IPO and refinancing in 2017. In 2016 EBITA was negatively impacted by other income and expenses totalling NOK 374.9 million, of which NOK 249.8 million related to implementing the IBM contract. See Note 3 to the consolidated accounts for a more detailed breakdown of other income and expenses.

After adjusting for other income and expenses, the Group reported an operating profit before amortisation of customer contracts of NOK 1 568.6 million in 2017 as compared to NOK 1 321.6 million in 2016. Revenue growth, in conjunction with improvements in operational efficiency and cost-reduction measures, contributed to the significant improvement in profitability achieved in 2017 relative to 2016.

Depreciation and write-downs of tangible assets and in-house developed software amounted to NOK 275.6 million in 2017, with depreciation of in-house developed software accounting for NOK 55.7 million of this amount.

On a comparable basis, depreciation amounted to NOK 270.3 million in 2016, with depreciation of in-house developed software accounting for NOK 45.4 million of this amount.

The Group's operating result (EBIT) in 2017 was a profit of NOK 339.1 million, compared to a profit of NOK 933.3 million in 2016.

Amortisation of customer contracts amounted to NOK 14.4 million in 2017 as compared to NOK 13.4 million in 2016.

NET FINANCIAL ITEMS AND RESULT FOR THE YEAR BEFORE AND AFTER TAX

The Group had net financial expenses of NOK 672.5 million in 2017, which includes NOK 313 million in financial expenses associated with a refinancing of the Group's loan portfolio in connection with its IPO in June 2017. The Group's result before tax from continuing operations was a loss of NOK 333.4 million. The Group's tax expense for the year totalled NOK 72.1 million in 2017, representing an effective tax rate of 21.6 percent. The result for the year from continuing operations for 2017 was a loss of NOK 261.3 million.

On a comparable basis, the Group had net financial expenses of NOK 513.0 million in 2016, while the result before tax from continuing operations was a profit of NOK 420.4 million. The Group's tax expense for the year totalled NOK 119.9 million in 2016, representing an effective tax rate of 28.5 percent. In 2016, the result for the year from continuing operations was a profit of NOK 300.5 million.

CASH FLOW AND FINANCIAL POSITION

The Group's net cash flow from operations was NOK -494.7 million in 2017, compared to NOK 305.9 million in 2016. The decrease in cash flow from operations was due principally to payments related to EVERY's outsourcing agreement with IBM, which totalled NOK 1 228.8 million in 2017 as compared to NOK 594.9 million in 2016, as well as to paying the transaction costs associated with EVERY's IPO and the refinancing of its loan portfolio in June 2017.

Investment in tangible fixed assets

EVERY Financial Services 2017

Operating revenue	NOK 3 222 mill
Adjusted EBITA	NOK 432 mill
No. of employees	1 409

EVERY Norway 2017

Operating revenue	NOK 5 769 mill
Adjusted EBITA	NOK 604 mill
No. of employees	2 193

EVERY Sweden 2017

Operating revenue	NOK 3 312 mill
Adjusted EBITA	NOK 325 mill
No. of employees	1 685

totalled NOK 176.3 million in 2017 as compared to NOK 161.1 million in 2016. Investment in software developed in-house totalled NOK 206.3 million in 2017, compared to NOK 189.4 million in 2016. Investment in software developed in house in 2017 and 2016 primarily relates to the EVERY Financial Services segment and its development of new core banking and payment solutions built on industry standards such as ISO 20022, SOA and BIAN that are suitable for the international market.

Net cash flow from financing activities was NOK 769.7 million in 2017. The Group raised NOK 3 166.7 million in new equity in connection with the company's IPO in June 2017. The Group refinanced all of its borrowing portfolio, and all external long-term debt (including the vendor financing due to IBM) was repaid and a new term loan of NOK 4 539 million was drawn down. In net terms, debt of NOK 2 396.9 million was repaid in 2017. In 2016 net cash flow from financing activities was NOK 227.3 million. Net new borrowing totalled NOK 2 133.4 million in 2016, and a dividend totalling NOK 1 906.1 million was paid.

The Group reports liquidity reserves of NOK 2 580.0 million at the end of 2017, of which NOK 880.0 million was bank deposits, as compared to liquidity reserves of NOK 2 799.2 million at the end of 2016. The Group's liquidity situation is regarded as good.

The Group's total assets amounted to NOK 11 383.1 million at 31 December 2017, compared to NOK 10 460.7 million at 31 December 2016. Intangible assets were higher at year-end 2017 due to a higher level of investment in in-house developed software and higher goodwill due to exchange rate effects including the translation of goodwill denominated in Swedish kronor into Norwegian kroner. Total non-current assets amounted to NOK 7 761.6 million at 31 December 2017, of which goodwill accounted for 74 percent. Total non-current assets amounted to NOK 7 180.4 million at the end of 2016, of which goodwill accounted for 78 percent. The Group's equity was NOK 3 239.2 million at 31 December 2017, equivalent to an equity ratio of 28.4 percent. The Group's

equity at the end of 2016 was NOK 193.8 million, equivalent to an equity ratio of 1.9 percent. In connection with the company's IPO in June 2017, the Group raised new equity totalling NOK 3 180.1 million, which strengthened the Group's equity situation. The Board continuously evaluates the Group's equity position based on the underlying asset values, current risk in the business areas and the liquidity situation. The fair value of the Group's equity is considered satisfactory and liquidity is good.

Net interest-bearing debt was NOK 3 806.3 million at 31 December 2017, a decrease of NOK 2 234.3 million from 31 December 2016. This represents a net debt ratio of 1.18 at the close of 2017 as compared with 31.17 at the close of 2016.

REPORTING SEGMENTS

The Group reported for three segments in 2017: EVERY Financial Services, EVERY Norway and EVERY Sweden. In 2017, the EVERY Financial Services Segment accounted for 26 percent of total revenues before internal netting, while the EVERY Sweden segment accounted for 27 percent and the EVERY Norway segment for 47 percent.

Note 3 of the consolidated accounts provides more detailed information on the Group's reporting segments.

EVERY FINANCIAL SERVICES SEGMENT

EVERY Financial Services offers a broad portfolio of solutions and services, and is a complete industry vertical responsible for all the company's deliveries to bank and finance customers. The solutions portfolio includes solutions for all core banking services, whether this relates to interfaces with end-customers or solutions to support a bank's internal processes and employees. The portfolio is module-based, and includes banking services, transactions systems, payment solutions and card services. The portfolio also includes a unique value chain of card services that are delivered to banks in the Nordic countries and the United Kingdom. →

The EVRY Financial Services segment reported operating revenue of NOK 3 221.7 million in 2017, representing organic revenue growth of 2.9 percent from 2016. The strong growth achieved in the Nordic card area in 2016 continued throughout 2017.

The EVRY Financial Services segment generated adjusted EBITA of NOK 431.5 million in 2017, compared to NOK 414.5 million in 2016. The adjusted EBITA margin for 2017 was 13.4 percent as compared to 13.2 percent in 2016.

The EVRY Financial Services segment's order backlog at 31 December 2017 was NOK 7.6 billion, of which NOK 2.5 billion is due for delivery in 2018. For comparison, the segment's order backlog at 31 December 2016 was NOK 8.9 billion. Several strategically important customer contracts were renewed in the EVRY Financial Services segment in both 2016 and 2017.

EVRY NORWAY SEGMENT

The EVRY Norway segment offers consulting, infrastructure and operating services. EVRY Norway has a significant position in the local government and healthcare sectors, and is currently strengthening its position in other industries including retail, oil and gas, and insurance. Through its extensive activities, EVRY Norway has in-depth technical expertise in specialist services that are independent of geographic location and sector. This includes growth areas such as mobility, cloud-based solutions and Business Intelligence.

The EVRY Norway segment reported operating revenue of NOK 5 768.7 million in 2017 as compared to NOK 5 669.4 million in 2016, which is an increase of 1.0 percent.

The EVRY Norway segment generated adjusted EBITA of NOK 603.5 million in 2017, representing an adjusted EBITA margin of 10.5 percent. For comparison, adjusted EBITA was NOK 430.1 million in 2016, representing an adjusted EBITA margin of 7.6 percent.

The EVRY Norway segment's order backlog at 31 December 2017 was NOK 6.9 billion, of which NOK 3.1 billion is due for delivery in 2018. For comparison, the segment's order backlog at 31

December 2016 was NOK 8.4 billion.

EVRY SWEDEN SEGMENT

The EVRY Sweden segment offers everything from strategic advice and consulting services through to solutions and IT operating services. EVRY Sweden offers a significant portfolio of industry vertical solutions that combine industry-specific insight and business understanding with technological expertise. EVRY Sweden also delivers specialist services independent of geographic location and sector based on strong specialist expertise, for example ERP solutions, mobility, cloud-based solutions and Business Intelligence. EVRY Sweden also has its own operating services organisation, which focuses on medium-sized businesses and entities in the private and public sectors.

The EVRY Sweden segment reported operating revenue of NOK 3 312.2 million in 2017 as compared to NOK 3 244.8 million in 2016. After adjusting for exchange rate effects, this represents organic revenue growth of 0.9 percent. The EVRY Sweden segment generated adjusted EBITA of NOK 324.5 million in 2017, representing an adjusted EBITA margin of 9.8 percent. Adjusted EBITA in 2016 was NOK 304.9 million, with an adjusted EBITA margin of 9.4 percent.

The EVRY Sweden segment's order backlog at 31 December 2017 was NOK 3.5 billion, of which NOK 1.5 billion is due for delivery in 2018. The segment's order backlog was in line with the end of 2016.

OTHER

EVRY's Global Sourcing activities accounted for approximately 7 percent of the Group's revenue in 2017. Deliveries from EVRY's companies in India, Ukraine and Latvia to the Group's Nordic organisation account for some 40 percent of total revenues for EVRY's Global Sourcing businesses. The other revenue relates to other customers, and this ensures that the Global Sourcing businesses have a profitable and scalable business model.

THE STRUCTURE OF EVRY IN 2017

EVRY ASA is a public limited liability company listed on the Oslo stock

exchange. The company was converted from a private limited company in connection with its IPO in June 2017. The company's head office is located at Fornebu in Bærum and it is led by CEO Björn Ivroth.

The Group mainly carries out its activities through wholly-owned companies in Norway, Sweden, Denmark and Finland. The Group also operates businesses in the United Kingdom, India, Ukraine and Latvia.

EVERY sees the Nordic region as

in addition to their deliveries to EVERY for its Nordic customers.

The overall Nordic IT services market is estimated to be worth around NOK 173 billion. Figures from the market intelligence firm IDC show that EVERY is currently the second largest vendor in the Nordic IT services market, the clear market leader in Norway and the fourth largest vendor in the Swedish market. The Group's market share is estimated to be 25.3 percent in Norway and 5.7 percent in Sweden.

Implicit in EVERY's value proposition, "Shape the future today", is the belief that EVERY can help bring about positive change for the future. This applies to EVERY ASA a company, to its decision-making bodies and to managers and employees across the organisation.



its natural home market. The company operates from locations in more than 50 Nordic towns and cities, principally in Norway and Sweden, providing the expertise to serve customers locally. The company is committed to operating with a decentralised organisational structure that is able to respond rapidly to customers, and has therefore ensured that decision-making authority is delegated appropriately. The company considers it very important to ensure that the local offices can draw upon the expertise and strengths that the Group as a whole represents. This is achieved through appropriate organisational and reporting arrangements and a group-wide program, as well as through arrangements for marketing and customer relationship management. In addition to its activities in the Nordic region, EVERY has wholly-owned companies in India and Ukraine that represent a major part of the company's overall delivery capacity. In order to make the best possible use of this competence base, these companies also have significant customer portfolios

CORPORATE GOVERNANCE

The Board of EVERY is committed to sound corporate governance practices, as this increases confidence in the company and contributes to the highest possible value creation over time. The objective of corporate governance is to regulate the division of roles between shareholders, the Board of Directors and executive management.

EVERY's general corporate governance principles are based on maintaining open and reliable lines of communication, having a Board that is autonomous and independent of the Group management, having a clear division of responsibility between the Board and the executive management, and treating all shareholders equally. Further information on the company's corporate bodies and their function and work can be found in the Corporate governance report on page 84 of this annual report. →

WORKING ENVIRONMENT, EXTERNAL ENVIRONMENT AND EQUALITY

Implicit in EVRY's new value proposition, "Shape the future today", is the belief that EVRY can help bring about positive change for the future. This applies to EVRY ASA a company, to its decision-making bodies and to managers and employees across the organisation. Social responsibility is achieved by group-wide targets, the commitment of individual employees, and close cooperation with customers. The task is to minimize EVRY's impact on the environment and to maximise the positive impact the company has on the environment, working conditions, society, and customers. EVRY makes its contribution to creating a low-carbon society by implementing measures involving its own operations, but also most importantly by working in collaboration with customers on creating a sustainable future. Annual targets are set for these areas, with reports submitted to the executive management team.

See the "Business plan" section of this report (pages 27-51) for further information on the working environment, absence due to sickness and the external environment.

RISK EXPOSURE AND RISK MANAGEMENT

The overall objective of risk management at EVRY is to identify and quantify risks in order to provide a basis for decision making. In addition, risk management forms part of the process of value creation by ensuring that risk exposure is taken into account in the company's decision-making processes as well as ensuring compliance with relevant legislation and regulations.

Risk management is an integral part of the company's management model and of its financial reporting. The key areas of risk that the business units consider to be material are monitored as part of the executive management's routine supervision of the business areas and key financial metrics. In operational terms, the company's objective is to integrate systematic risk management into the Group's business processes, as well as to support our customers in the risk

management they carry out in relation to their value chains.

EVRY has structured and organised its approach to risk management through Enterprise Risk Management (ERM), which embeds risk management into businesses as a normal and routine part of activities at every level. ERM ensures a shared understanding of the concept of risk, defines a group-wide methodology for identifying, assessing, managing and monitoring risks, and also stipulates risk acceptance criteria and frames for risk ownership.

Risk management includes all categories of risks such as strategic risk, financial risk, reputational risk, operational risk, technical risk and compliance risk. EVRY is committed to making risk management an integral part of its corporate culture and ensuring it supports all critical business processes.

EVRY bases its ERM process on ISO 31000:2009. Risk assessment is the overall process of identifying, analysing and evaluating risk. The results of risk assessment are managed by the organisational structure, with risk exposure 'owned' in accordance with the appropriate legal structure.

EVRY operates established risk reporting procedures in its business areas' management groups, and this involves reporting all important and critical risk exposure and ensuring that the ownership of responsibility for the exposure is identified. EVRY has established a risk management system in order to support the risk management process and ensure traceability and aggregation of various risk exposures. In addition to producing aggregated risk reporting, this system provides detailed information on vulnerabilities, which risks the vulnerabilities affect and what measures the organisation has implemented to reduce unacceptable risk exposure. This helps line management to follow up on the status of measures that have been implemented, with ready access to information on prioritised tasks.

MARKET RISK

Market risk is an expression of the risk of market prices and fundamental economic circumstances changing,

such as interest rates, exchange rates, prices of inputs and the cost of capital. EVRY has established a strategy to manage its exposure to exchange rate risk and interest rate risk. The strategy is designed to ensure a high degree of predictability and the lowest possible volatility in annual currency gains/losses and interest costs.

EVRY is principally exposed to two types of currency risk: contractual purchases or sales denominated in foreign currency and foreign investments and future cash flows from these investments. EVRY has both revenue and costs denominated in foreign currency, which to some degree act as a natural hedge. The Group has established an arrangement for multicurrency bank accounts, which are used to reduce exposure to currency risk on group level. The Group hedges future cash flows denominated in foreign currency where the amount is greater than the equivalent of NOK 50 million. At the end of 2017, the Group had borrowed SEK 1 135 million to hedge its investment in Sweden.

EVRY has established subsidiaries in India, Ukraine, Latvia and USA. The revenue of these companies is principally denominated in euros and US dollars, while costs are mainly in local currency. Due to the Group's activities outside Norway (mainly Sweden, India, Ukraine, Latvia and the US), currency exposure is mainly towards SEK, EUR, USD and INR.

Interest rate risk is the risk that future cash flows will fluctuate as a result of changes in the general level of interest rates. The Group's exposure to interest rate risk relates primarily to interest-bearing liabilities with floating interest rates. The Group uses interest rate swaps to hedge against large fluctuations in cash flow. The Group financial policy states that 30 percent to 70 percent of the debt shall be hedged to fixed interest rates.

Note 4 to the consolidated accounts provides more detailed information on interest rate hedging instruments, together with a sensitivity analysis of exposure to currency and interest rate movements.

CREDIT RISK

The Group's total exposure to credit risk at 31 December 2017 was NOK 1 950

million. This includes accounts receivable and other receivables. The Group's exposure to counterparty risk is moderated by the fact that it has a large number of customers and its major customers are judged to be very strong companies. No significant provisions were made for losses on accounts receivable in 2017.

LIQUIDITY RISK

Liquidity risk arises if the cash flows generated by the Group are not sufficient to match its financial liabilities as they fall due. It is group policy to operate at all times with core long-term financing arrangements with its banks, in order to make it possible to use bank facilities to finance investments. The Group restricts its use of short-term interest-bearing debt, other than its credit facility, in order to reduce its exposure to refinancing risk. Financing for significant corporate acquisitions is evaluated on a case by case basis.

The Group monitors its liquidity daily, and produces rolling weekly liquidity forecasts on a twelve-monthly basis in order to identify liquidity requirements in future periods.

OUTLOOK

IT strategy and digital transformation are high on the agendas of executive management teams and board members across various industries.

EVERY is experiencing significant demand from executive managers for it to set a clear direction for their company's digitalization journey. EVERY regards strategic design methodology as central to engaging strategic decision makers and to speeding up digital innovation processes in the future. There has been increasing demand for specific expertise across verticals, solutions, businesses and IT platforms.

New regulations, compliance and privacy rights are attracting significant attention, and the entry into force of GDPR will require a higher level of protection for personal data and individual data rights. Data governance is thus creating new business models and new business from EVERY's existing customer base. EVERY has developed a new methodology for assessing risk, evaluating compliance and identifying business opportunities in order to enable businesses to leverage GDPR and privacy concerns.

SHAREHOLDER INFORMATION

Lyngen Holdco S.A.R.L., a company indirectly controlled by private equity funds advised by Apax Partners LLP, was the largest shareholder in the company with 54.3 percent of the total share capital. There were 1 592 shareholders as of 31 December 2017, with 90.2 percent of the total share capital held by shareholders from outside Norway.

Further information is provided in Note 19 to the consolidated accounts.

ALLOCATION OF THE 2017 RESULT

The parent company recorded a loss for the year of NOK 299.6 million in 2017, which is allocated against other equity. The company's dividend policy is to pay an annual dividend to shareholders based on a payout ratio of more than 60 percent of the Group's adjusted profit/loss for the year. Extraordinary dividends may be distributed in particular circumstances, and will be evaluated on a case-by-case basis. A dividend of NOK 1.25 per share is proposed for 2017, equivalent to NOK 463.5 million.

The Group has prepared its accounts on the going concern assumption, and the Board confirms in accordance with Section 3-3 of the Norwegian Accounting Act that the going concern assumption is applicable. The Group's reported results, its business strategy and its current budgets and financing provide the basis for the going concern assumption. ■

STOCKHOLM, 21 MARCH 2018, BOARD OF DIRECTORS OF EVERY ASA



Göran Lindahl
CHAIRMAN
OF THE BOARD



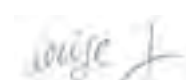
Salim Nathoo



Rohan Haldea



Malin Persson



Louise Sondergaard




Leif Teksum



Al-Noor Ramji




Kristin Krohn Devold



Tommy Sander Aldrin



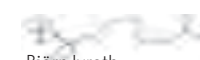
Sigve Sandvik Lærdal



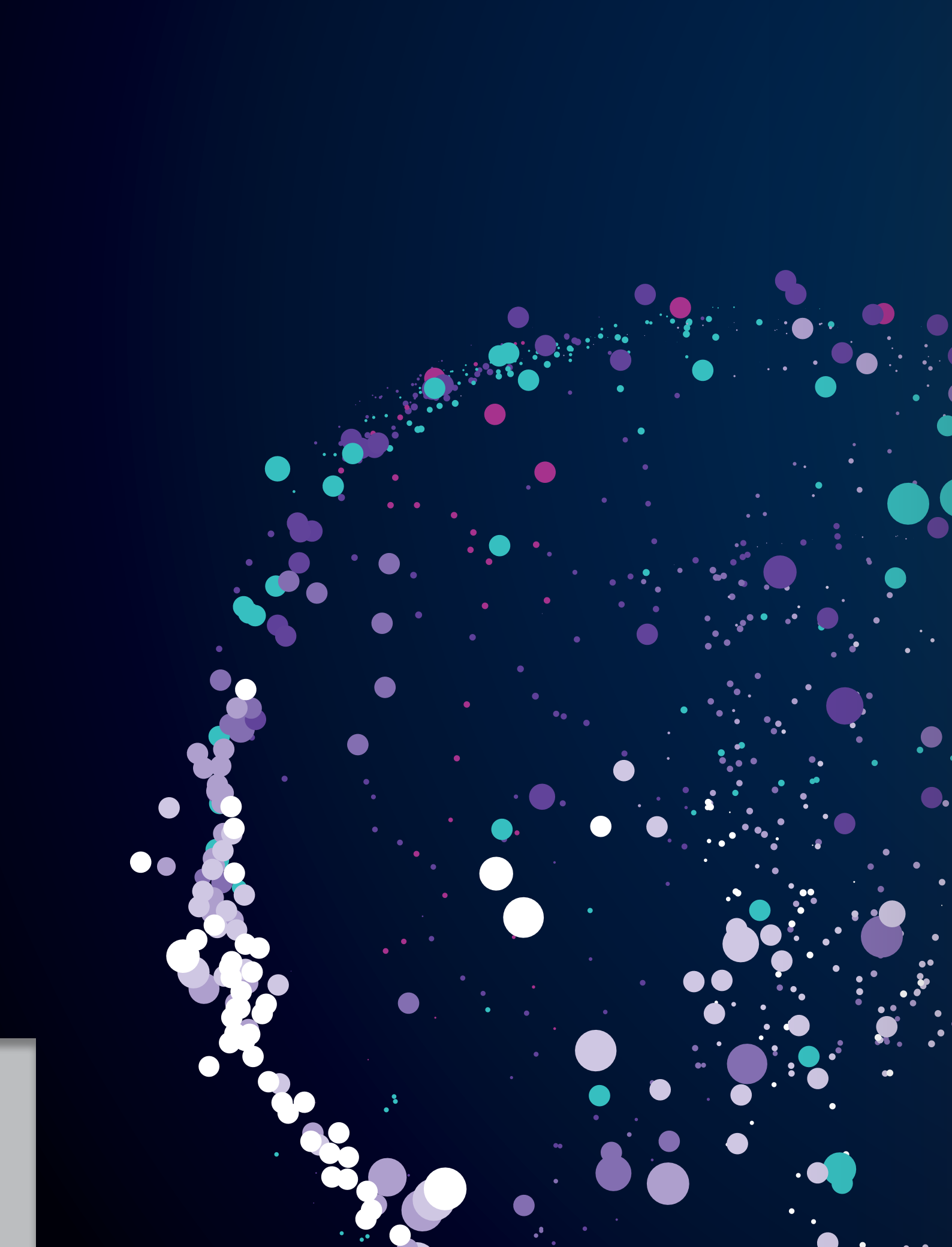
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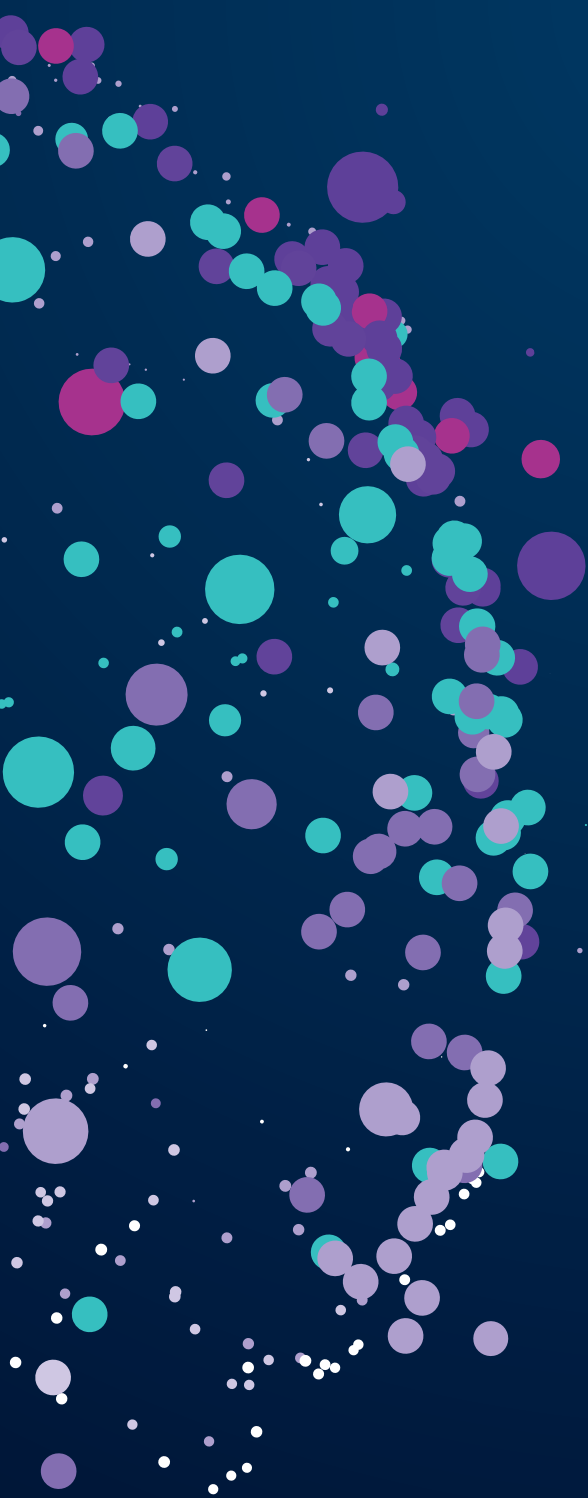


Björn Ivroth
CEO



Annual Accounts & Notes

Group annual accounts	101
Annual accounts EVRY ASA	146
Auditor's report	156



Annual accounts and notes

Annual Accounts Group	101
Consolidated statement of comprehensive income	101
Consolidated statement of financial position	102
Consolidated statement of cash flow	104
Consolidated statement of changes in equity	105

Notes Group	106
1 Accounting principles	106
2 Use of estimates	114
3 Segment information	115
4 Management of capital structure and financial risk	117
5 Financial instruments	119
6 Salaries and personnel costs	123
7 Employee share options	125
8 Pensions	127
9 Cost of goods sold and other operating costs	131
10 Financial items	132
11 Taxes	132
12 Earnings and proposed dividend per share	134
13 Intangible assets	134
14 Property, plant and equipment	136
15 Interests in subsidiaries, associated companies and joint ventures	137
16 Accounts receivable	138
17 Other receivables	138
18 Bank deposits/guarantee liabilities	139
19 Share capital, shareholders etc.	139
20 Other current liabilities	140
21 Provisions	141
22 Leasing contracts	142
23 Related parties	144
24 Disputes and other legal matters	144
25 Events after balance sheet date	144

Annual Accounts EVRY ASA	146
Statement of comprehensive income	146
Statement of financial position	147
Statement of cash flow	148
Statement of changes in equity	149

Notes EVRY ASA	150
1 Accounting principles	150
2 Salaries and personnel costs	150
3 Income from investment in subsidiaries	150
4 Other operating costs	151
5 Financial items	151
6 Taxes	152
7 Guarantee liabilities/group cash management account arrangement	152
8 Shares in subsidiaries	153
9 Intra-group accounts receivables and liabilities	153
10 Share capital, shareholders etc.	153
11 Financial instruments	154
12 Related parties	154

Auditor's report	156
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GROUP
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
1 January - 31 December

(NOK million)	Note	2017	2016
Operating revenue	3	12 596.4	12 246.4
Cost of goods sold	9	4 692.7	4 018.2
Salaries and personnel costs	6, 7, 8	5 858.8	5 624.6
Loss from sale of operating assets		6.2	23.7
Depreciation and write-down of tangible assets and in-house developed software ¹⁾	13, 14	275.6	270.3
Other operating costs	9, 22	1 409.7	1 363.0
Operating profit/-loss before amortisation of customer contracts (EBITA) ¹⁾		353.4	946.7
Amortisation of customer contracts	13	14.4	13.4
Operating profit/-loss (EBIT)		339.1	933.3
Financial income	10, 15	20.5	16.0
Financial expense	10, 15	706.2	514.4
Net foreign exchange gain/-loss	10	13.2	-14.6
Net financial items		-672.5	-513.0
Profit/-loss before tax from continuing operations		-333.4	420.4
Taxes	11	-72.1	119.9
Profit/-loss for the year from continuing operations		-261.3	300.5
<i>Discontinued operations</i>			
Profit/-loss after tax for the year from discontinued operations		-	0.1
Profit/-loss for the year		-261.3	300.6
<i>Other comprehensive income</i>			
<i>Items which will not be reclassified over profit and loss (after tax)</i>			
Actuarial gains/-losses on defined benefit pension plans		-40.5	0.9
<i>Items which may be reclassified over profit and loss in subsequent periods (after tax)</i>			
Cash flow hedges		99.4	-186.7
Currency translation differences		49.8	-160.3
Total other comprehensive income	12	108.6	-346.1
Total comprehensive income for the year		-152.7	-45.5
Profit/-loss for the year is allocated as follows			
Owners of the parent		-262.2	300.1
Non-controlling interests		0.9	0.5
		-261.3	300.6
Total comprehensive income for the year is allocated as follows			
Owners of the parent		-153.6	-46.0
Non-controlling interests		0.9	0.5
		-152.7	-45.5
Earnings per share (basic and diluted)			
Earnings per share, basic (NOK)	12	-0.82	1.12
Earnings per share, diluted (NOK)	12	-0.82	1.12

1) Including amortisation other intangible assets with the exception of customer contracts.


GROUP
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of 31 December

(NOK million)	Note	31.12.2017	31.12.2016
Non-current assets			
Goodwill	13	5 736.1	5 577.7
Deferred tax assets	11	588.2	489.6
Other intangible assets	13	722.2	572.4
Total intangible assets		7 046.4	6 639.7
Leased premises	14	47.0	38.6
Machinery, equipment and fixtures	14, 22	329.0	387.1
Total tangible assets		376.0	425.7
Investment in associated companies and joint ventures	15	62.7	60.9
Other non-current receivables	17	276.4	54.1
Total non-current financial assets		339.2	115.0
Total non-current assets		7 761.6	7 180.4
Current assets			
Inventories		50.0	41.4
Accounts receivable	16	1 663.3	1 477.6
Other current receivables	17	1 028.1	771.1
Bank deposits	5, 18	880.0	990.2
Total current assets		3 621.4	3 280.3
Total assets		11 383.1	10 460.7

GROUP
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of 31 December

(NOK million)	Note	31.12.2017	31.12.2016
Equity			
Share capital	19	648.9	467.8
Other paid-in equity		2 588.7	-
Other equity		-	-274.7
Non-controlling interests		1.5	0.6
Total equity and non-controlling interests		3 239.2	193.8
Liabilities			
Non-current interest-bearing liabilities	4, 5	4 622.4	6 808.1
Non-current non-interest-bearing liabilities	5	12.8	174.9
Pension liabilities	8	265.5	217.6
Deferred tax	11	4.5	-
Other provisions for liabilities	21	4.3	36.7
Total non-current liabilities		4 909.6	7 237.3
Accounts payable		933.8	877.7
Tax payable	11	91.3	52.6
Deductions and duties payable		986.2	897.8
Other current liabilities	20	1 222.9	1 201.5
Total current liabilities		3 234.2	3 029.6
Total liabilities		8 143.8	10 266.9
Total equity and liabilities		11 383.1	10 460.7

STOCKHOLM, 21 MARCH 2018, BOARD OF DIRECTORS OF EVRY ASA

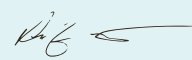

Göran Lindahl
CHAIRMAN OF THE BOARD


Salim Nathoo


Rohan Haldea

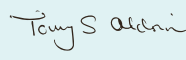

Malin Persson



Louise Sondergaard



Leif Teksum


Al-Noor Ramji



Kristin Krohn Devold


Tommy Sander Aldrin


Sigve Sandvik Lærdal


Bente Lennertzen


Jenny Lindh


Björn Ivroth
CEO

GROUP
CONSOLIDATED STATEMENT OF CASH FLOW
1 January - 31 December

(NOK million)	Note	2017	2016
Cash from/to operations			
Profit/-loss before tax		-333.4	420.5
Gain/-loss on sale of tangible and intangible assets		6.2	23.7
Tax paid in the period		-52.4	-80.0
Depreciation/write-downs	13, 14	289.9	283.6
Net financial items	10	672.5	513.0
Paid interests		-395.0	-428.9
Difference between pension cost and payments		-4.7	7.4
Change in working capital		-177.1	-88.8
Other changes ¹⁾		-500.8	-344.5
Net cash flow from operations		-494.7	305.9
Cash from/to investments			
Investment in tangible assets	14	-176.3	-161.1
Investment in in-house developed software	13	-206.3	-189.4
Sale of tangible assets (sales proceeds)		23.6	34.5
Investment in group companies		-9.0	-88.3
Net cash flow from investments		-368.0	-404.3
Cash from/to financing			
Draw down of new debt		5 240.0	3 184.6
Repayment of debt		-7 636.9	-1 051.2
Dividends paid		-	-1 906.1
Proceeds from equity issued	19	3 166.7	-
Net cash flow from financing		769.7	227.3
Changes in foreign exchange rates		-17.2	-38.8
Net change in cash flow		-110.2	89.9
Bank deposits at 1 January		990.2	900.2
Bank deposits at 31 December		880.0	990.2
Whereof restricted cash 31 December		-	-

1) Other changes relate to changes in non-current receivables, non-current liabilities and non-current provisions.

GROUP
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
1 January - 31 December

(NOK million)	Owners of the parent			Total	Non-controlling interests	Total equity
	Share capital	Paid-in other equity	Other equity			
Equity at 1 January 2016	467.8	1 393.5	283.9	2 145.2	0.3	2 145.6
Dividend			-1 906.1	-1 906.1	-	-1 906.1
Aquisition of shares from minority			-	-	-0.2	-0.2
Other comprehensive income			-346.1	-346.1	-	-346.1
Profit/-loss for the year 2016			300.1	300.1	0.5	300.6
Allocation of equity		-1 393.5	1 393.5	-	-	-
Equity at 31 December 2016	467.8	-	-274.7	193.1	0.6	193.8
Issue of share capital	181.1	2 999.0	-	3 180.1	-	3 180.1
Other comprehensive income			108.6	108.6	-	108.6
Profit/-loss for the year 2017			-262.2	-262.2	0.9	-261.3
Sharebased options schemes employees			18.1	18.1	-	18.1
Allocation of equity		-410.3	410.3	-	-	-
Equity at 31 December 2017	648.9	2 588.7	-	3 237.7	1.5	3 239.2

NOTE 1 ACCOUNTING PRINCIPLES

1. General information

EVRY ASA is a Norwegian public limited company and is subject to the Public Limited Liability Companies Act. The company's registered office is at Snarøyveien 30A, NO- 1360 Fornebu. The company was converted from a limited company to a public limited company with effect from 1 June 2017. The company also changed its name from EVRY AS to EVRY ASA.

The main activities of the parent company EVRY ASA and its subsidiaries (the 'Group') are the sale of software, IT solutions and consulting services, as well as the centralised and decentralised operation of computer systems. In addition, the Group offers outsourcing services and services related to data communication, data security and electronic publishing.

The consolidated accounts have been approved for issuance by the Board of Directors on 21 March 2018 and is subject to approval by the Annual General Meeting on 3 May 2018.

2. Significant accounting policies

2.1 Basis of presentation

The consolidated annual accounts of EVRY ASA have been prepared in accordance with the International Financial Reporting Standards (IFRS) as published by IASB and approved by the EU.

The Group's business is, for internal reporting requirements, divided into three strategic segments, each of which is separately organised and managed. Financial information about the segments and geographic areas of activity is presented in note 3: Segment information.

In preparing the accounts for the 2017 financial year, the Group has implemented all the new and revised standards and interpretations issued by IASB and approved by the EU that are relevant to its activities and that were in force for the accounting year commencing on 1 January 2017:

- *Amendments to IAS 7 Statement of Cash Flows: Disclosure Initiative*

The amendments require an entity to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both cash and non-cash changes.

The amendments apply prospectively. Entities are not required to present comparative information for earlier periods when they first apply the amendments. The Group has provided the information for the current period in note 5.

- *Amendments to IAS 12 Income Taxes: Recognition of Deferred Tax Assets for Unrealised Losses*

Amendments made to IAS 12 clarify the accounting for deferred tax where an asset is measured at fair value and that fair value is below the asset's tax base. Specifically, the amendments confirm that:

- A temporary difference exists whenever the carrying amount of an asset is less than its tax base at the end of the reporting period.
- An entity can assume that it will recover an amount higher than the carrying amount of an asset to estimate its future taxable profit.
- Where the tax law restricts the source of taxable profits against which particular types of deferred tax assets can be recovered, the recoverability of the deferred tax assets can only be assessed in combination with other deferred tax assets of the same type.
- Tax deductions resulting from the reversal of deferred tax assets are excluded from the estimated future taxable profit that is used to evaluate the recoverability of those assets.

The Group applied amendments retrospectively. However, their application has no effect on the Group's financial position and performance as the Group has no deductible temporary differences or assets that are in the scope of the amendments.

The Group did not apply early adoption of any standards or interpretations for the accounting year 2017.

A review of the standards and interpretations that had not come into force for the 2017 financial year but that may be relevant for the Group is provided at the end of note 1.

2.2. Basis for consolidation

The consolidated accounts include the parent company EVRY ASA and its subsidiaries as of 31 December 2017. Control is achieved when the Group is exposed or has rights, to variable returns from its involvement with the company and has the ability to affect those returns through its power over the company. Specifically, the Group controls a company if, and only if, the Group has:

- a) Power to govern the company (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- b) Exposure, or rights, to variable returns from its involvement with the company
- c) The ability to use its power to govern the company to affect its returns

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power to govern an investee, including:

- a) The contractual arrangement with the other vote holders of the company
- b) Rights arising from other contractual arrangements
- c) The Group's voting rights and potential voting rights

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. If the Group ceases to have a controlling influence over a subsidiary, the subsidiary's assets, liabilities, non-controlling ownership interests and any accrued translation differences are reversed. The remaining investment at the time that the Group ceased to have a controlling influence is measured at fair value, and any gain or loss is recognised in the accounts.

The Group's comprehensive income is attributed to the parent company's owners and to the non-controlling interests, even where this causes non-controlling interests to be negative. At the time of acquisition, non-controlling ownership interests are calculated either as their portion of identified assets or to fair value. The choice of method is made at the date of acquisition for each business combination. The share of profits is calculated on the basis of the subsidiary's post-tax profit, as included in the consolidated accounts after internal netting.

All intra-group transactions and balances, purchases and sales between companies in the Group and unrealised internal gains are netted off in the accounts.

2.3 Summary of significant accounting policies

The material accounting principles used to prepare the annual accounts of EVRY ASA are as follows:

Presentation and functional currency

The Group presents its accounts in Norwegian kroner (NOK). This is also EVRY ASA's functional currency. The figures presented in the annual accounts are in millions of Norwegian kroner unless otherwise stated. Rounding differences may mean that amounts and percentages reported do not necessarily add up to the total shown.

Business combination and goodwill

Subsidiaries are accounted for in accordance with the acquisition method, whereby the acquisition cost of the shares is offset against the subsidiary's equity at acquisition date. Any excess value resulting from this treatment at the time of purchase is allocated to identifiable assets and is depreciated over their expected life. Excess value that cannot be attributed to identifiable assets and liabilities in subsidiaries at the date of acquisition is recognised as goodwill in the statement of financial position. Goodwill acquired in a business combination represents a payment made by the acquirer in anticipation of future economic benefits from assets that are not capable of being individually identified and separately recognised.

Goodwill that arises as a result of a business combination is not amortised. Goodwill does not generate cash flows independently of other assets or groups of assets and is assigned to the cash generating units that are expected to benefit from the synergy effects of the business combination that gave rise to the goodwill. Upon disposal of a business, the businesses proportion of goodwill based on fair value is taken into account in calculating the gain or loss on disposal.

The Group carries out goodwill impairment tests if there are any indications that suggest this is necessary, and in any case at least at the end of each year. If there are such indications, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss. Recoverable amount is defined as the higher of value in use and fair value less costs to sell. Value in use is calculated as net present value of future cash flow from continuing use, including cash flow arising from eventual disposal. A calculated Weighted Cost of Capital (WACC) is applied as the discount rate used to calculate net present value. Net sales value is calculated as the amount that the company would expect to obtain from the disposal of an asset in an arm's length transaction between knowledgeable, willing parties, after deducting the estimated costs of disposal.

The smallest unit of a particular asset which can be separately assessed as a valuation unit for the purpose of determining whether there has been a fall in value is determined by the lowest level at which it is possible to identify incoming cash flow independent of cash flow from other groupings of the same class of asset. In most cases, the Group's business areas represent the smallest valuation unit for this purpose.

An asset is written down to the recoverable amount if the recoverable amount is less than the carrying value before write-down. The write-down is applied first to any goodwill and thereafter to the book value of the unit's other assets on a proportional basis relative to the book value of the unit's specific assets. Impairment losses are charged to profit and loss in the period the impairment loss is identified and reduce the carrying value of the asset by an equivalent amount. Impairment of goodwill, may not subsequently be reversed, even though the reason for the impairment loss no longer applies.

Investments in associated companies and joint venture

An associate company is a company over whose financial and operating policy decisions the group has significant influence. Significant influence is normally deemed to exist where one entity has an ownership interest in another of between 20 per cent and 50 per cent.

A joint venture is a joint arrangement in which the parties who have joint control over the arrangement have rights to the net assets of the arrangement. 'Joint control' is the contractually agreed sharing of control over a joint arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group's investments in associate companies and joint ventures are recognised in the Group's accounts using the equity method. When the equity method is used, the investment in the associate company or joint venture is recorded at cost, and the carrying amount is adjusted to recognise the Group's share of the profit or loss after the date of acquisition. The Group's share of the profit or loss of the company in which it has invested is recognised in the consolidated income statement. Distributions received by the Group reduce the carrying amount of the investment. Goodwill is included in the cost price of investments in associate companies or joint ventures.

Transactions in foreign currency

Transactions in foreign currencies are translated at the exchange rate at the date of the transaction. Currency gains/losses that arise as a result of changes in the exchange rate between the date of the transaction and the payment date are recognised to profit and loss.

Assets and liabilities of foreign subsidiaries that use a functional currency other than Norwegian kroner (NOK) are translated on the accounting period date at the exchange rate on the accounting period date, while profit and loss items are translated at the daily average exchange rate during the accounting period.

Upon disposal of a foreign subsidiary, the cumulative translation difference in respect of the subsidiary is recognised to profit and loss. If part of a receivable/liability that is treated as part of net investment in a foreign unit is realised, a proportionate share of the cumulative translation difference is recognised to profit and loss.

Recognition of revenue and costs

Where operating services are provided through volume-based contracts, revenue is recognised on the basis of the actual use of services by the customer, or on a linear basis over the period of the contract for term-based contracts. Sales of dialogue services are recognised as revenue on the basis of actual customer usage. Revenue from a transition project that is an integrated part of a subsequent operating services contract is recognised on a linear basis over the period of the operating services contract. Revenue from a transition project that is not related to an operating services contract is recognised on the basis of the degree of completion. The degree of completion is calculated on the basis of the number of hours of work delivered to date divided by the total number of hours estimated for the delivery in total.

Revenue from service and maintenance contracts, as well as the expenses involved in carrying out such contracts, is recognised in the accounts over the period of the contract.

Sales of goods are recognised as revenue at the time of delivery, i.e. when control and risk pass to the purchaser. Goods include both hardware and software.

Sales of licences and rights to use software are recognised at the date the contract is signed since this corresponds to the time at which the software is made available to and can be used by the customer. Revenue from sales of software is separated from maintenance revenue on the basis of a separate pricing model and contractual structure. Revenue from software developed specifically for customers is recognised over the development period in line with the degree of completion. The degree of completion is calculated on the basis of the number of hours of work delivered to date divided by the total number of hours estimated for the delivery in total.

Revenue from consulting services is recognised as the services are provided. Sales of services on a fixed fee basis are recognised in line with the degree of completion. The degree of completion is calculated on the basis of the number of hours of work delivered to date divided by the total number of hours estimated for the delivery in total.

Cost of goods sold comprises directly allocated costs related to the delivery of goods, including maintenance and operational leasing of hardware and software, as well as the cost of consulting services that are directly related to the turnover of the goods. The costs of employing external consultants that are used for the Group's normal operations and that are re-charged to customers are classified as cost of goods sold.

Taxation

Tax payable in the financial statement is measured at the amount that the company expects to receive or pay to the tax authorities. With the exception of associated companies where the exemption method is applied, the value of deferred tax liabilities/deferred tax assets in the statement of financial position is calculated on the basis of all differences between accounting and taxation values of assets and liabilities (liability method). The amount provided includes all types of difference and is calculated without being discounted to present value. Deferred tax liabilities and deferred tax assets are calculated based on approved tax rates at the time of reporting and netted to the extent that temporary timing differences can be reversed under the same tax system. The tax charge is made up of tax payable and changes in deferred tax liabilities/deferred tax assets.

Deferred tax asset is capitalised in the statement of financial position to the extent that it is considered likely that the company in question will have sufficient taxable profit in subsequent periods to make use of the deferred tax asset. At each year end, the Group carries out a review of deferred tax asset not capitalised to the statement of financial position and their accounting value. Deferred tax asset not previously capitalised to the statement of financial position is capitalised to the extent that it appears likely from the review that the company in question will be able to make use of the deferred tax asset. Similarly, companies will reduce the capitalised value of deferred tax asset to the extent that they are no longer able to use the tax asset in question.

Tax payable and deferred tax liabilities/deferred tax assets are applied directly to equity to the extent that they relate to items that are applied directly to equity. Items that are reported as "comprehensive income" are presented on a post-tax basis in the statement of comprehensive income.

Earnings per share

Earnings per share is calculated by dividing the parent company shareholders' share of the profit/-loss for the year by the weighted average number of ordinary shares outstanding over the course of the period. When calculating diluted earnings per share, the average number of shares outstanding is adjusted for all share options that have a potential dilutive effect.

Classification of current and non-current items

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is classified as current when it is:

- a) Expected to be realised or intended to be sold or consumed in the normal operating cycle
- b) Held primarily for the purpose of trading
- c) Expected to be realised within twelve months after the reporting period, or
- d) Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

The Group classifies all other assets as non-current.

A liability is current when:

- a) It is expected to be settled in normal operating cycle
- b) It is held primarily for the purpose of trading
- c) It is due to be settled within twelve months after the reporting period, or
- d) There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Group classifies all other liabilities as non-current.

Intangible assets with limited life

The Group's intangible assets with limited life largely consist of capitalised costs related to software developed in-house.

Expenses relating to development are capitalised if the following criteria are met in full:

- the product or process is clearly defined, and its cost elements can be identified and measured reliably
- the technical solution for the product has been demonstrated
- the product or process will be sold or used in the company's operations
- the asset will generate future economic benefit; and
- sufficient technical, financial and other resources for completing the project are present.

When all the above criteria are met, the costs relating to development are capitalised. Costs that have been charged as expenses in previous accounting periods are not capitalised. The evaluation of future commercial benefit is based on the expected license revenue and/or reduction in operating costs that will be achieved by carrying out the project. When calculating the profitability of a project, the estimated future cash flows associated with the project are discounted to present value using a rate of return adjusted for the risk associated with the project in question.

Intangible assets with limited life are amortised over their expected useful life, this also applies to capitalised development costs. The amortisation period used is between 1-4 years for intangible assets other than capitalised development costs. For capitalised development costs the amortisation period is 5-15 years depending on the product type developed. Investment in other intangible assets is normally amortised on a linear basis.

The length of useful life remaining, and the method of amortisation are subject to annual review that takes into account the commercial reality of the intangible asset in question. The Group does not have any intangible assets with unlimited life other than goodwill which is classified as intangible assets in the balance sheet.

At each reporting date, the Group evaluates if there are identified indications that intangible assets may be impaired. If there are such indications, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss. Impairment losses may subsequently be reversed to the extent that the reason for the impairment no longer applies.

Tangible assets

Tangible operating assets are carried in the statement of financial position at historic purchase price less accumulated ordinary depreciation and write-down. When tangible operational assets are sold or cease to be used, the historic purchase price and accumulated depreciation are removed from the accounts, and any gain or loss this causes are recognised to profit and loss. Depreciation is applied on a straight-line basis, after allowance for disposal value, over the following time periods:

- Leasehold improvements 5-10 years
- Machinery/equipment/fixtures 3-7 years
- Vehicles 5 years
- IT equipment 3-5 years

The economic life and depreciation method used are reviewed regularly to ensure that the method and depreciation period reflect the expected useful life of the assets in question. This also applies to disposal value. The depreciation period for leasehold improvements will at a maximum be the remaining lease period.

Tangible assets are reviewed for impairment annually and whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows. An impairment loss is the amount by which the carrying amount of the assets exceeds the recoverable amount.

The recoverable amount is the higher of the asset's net selling price and its value in use. The value in use is determined by reference to discounted future net cash flows expected to be generated by the asset. Cash flows are discounted using a pre-tax discount rate that reflects current market assessments of the time-value of money and the risks specific to the asset. Technical goodwill as a result of deferred tax on excess values is tested as part of the cash generating unit.

Leasing

Leasing of assets where the lessor retains the major part of risk and control are classified as operational leases. Other leasing contracts are treated as financial leasing. The accounting principle describes situations where the Group is the lessee.

Operational leasing

The leasing costs of operational leases are allocated on a linear basis over the period of the lease and are classified as cost of goods sold or other operating costs in the profit and loss account.

Financial leasing

Financial leasing contracts are capitalised as assets and liabilities in the statement of financial position in an amount equivalent to the operating asset's fair value at the time the leasing contract was entered into or, if lower, the net discounted value of the future minimum payments under the terms of the lease contract. The liability to the lessor is included in the statement of financial position as a financial lease liability. Lease payments are recognised in the accounts as interest expense and a reduction in the lease liability. Leased assets are depreciated over the expected useful life in accordance with the depreciation plan for owned assets. If it is not likely that the Group will take over the asset upon the expiry of the leasing contract, the asset is depreciated over the shorter of the life of the leasing contract and the depreciation period applied for equivalent assets owned by the Group.

Financial derivatives

The Group's financial derivatives consist almost entirely of hedging derivatives. All purchases and sales of financial instruments are recognised on the transaction date. Changes in fair value for derivatives that meet the requirements for cash flow hedging are reported in the statement of comprehensive income as "comprehensive income". The fair value changes are reclassified to profit or loss in the period where the hedged transactions affects profit or loss. Derivatives that are not classified as hedging instruments are classified as available for sale and valued at fair value. Changes in the fair value of such derivatives are presented as financial income/financial expense.

Hedging

The Group has established a strategy to hedge the currency and interest rate risks related to the exposure to foreign currency and investments. The strategy is designed to ensure a high degree of predictability in currency gains/losses and interest costs. Derivative contracts are recognised as hedging instruments if they satisfy the following criteria:

- a) hedging is expected to be highly effective in achieving offsetting changes in fair value or cash flows attributable to the hedged risk, with hedge effectiveness in the range 80–125 per cent,
- b) the effectiveness of the hedging can be reliably measured,
- c) there is adequate documentation on entry into the hedging to show that the hedging is highly effective,
- d) hedging is reviewed regularly and has proved effective throughout the reporting periods for which it was intended.

The Group has hedged (cash flow hedging) part of its net investment in Swedish kroner. The Group also hedges changes in currency and interest on its loans through cross currency swaps and interest swaps. Changes in the value of derivatives classified as hedging instruments form part of comprehensive income.

The hedging instruments are recognised at fair value at the date of the financial position statement. If the hedging is evaluated as effective, the change in value is recognised as part of "comprehensive income". If the hedging is evaluated as not effective, the change in value is recognised as financial income/expense in the profit and loss account. Hedging instruments are classified as non-interest-bearing liabilities or receivables in the statement of financial position.

Inventories

Inventories are valued at the lower of purchase price and net realisable value. Net realisable value is defined as the expected sale price under normal commercial conditions with a deduction for sales costs. Purchase price is determined based on average cost price.

Accounts receivable

Accounts receivable are recognised in the statement of financial position at nominal value after a deduction for possible losses. A provision for estimated losses is included in the presentation of comprehensive income when a loss causing event takes place and there is objective evidence that the value of the asset is impaired.

Equity

The nominal value of holdings of own shares is reported in the statement of financial position as a deduction to share capital. The purchase price in excess of nominal value is charged to share premium. Gains or losses on transactions in own shares are applied directly to equity. If own shares are sold at a price in excess of cost price, the surplus is recognised as other paid-in equity. Realised losses related to sales of own shares are recognised against other equity.

Transaction costs in relation to equity transactions are charged to equity after deducting tax.

Other equity includes cumulative net changes in fair value of financial instruments until the investment is disposed of.

Liabilities

On initial recognition, liabilities are stated at fair value after deducting transaction costs, but thereafter liabilities are stated at amortised cost using the effective interest method. When the liability is repaid, in whole or part, the difference between the book value of the liability and the amount repaid is recognised in the profit and loss account.

Pension liabilities

Liability in respect of contractual pension arrangements in the Group is valued as the present value of the future pension benefits for which entitlement has been earned at the date of the statement of financial position, and is calculated based on assumptions about discount rates, the investment return on pension assets and expected growth in earnings and pensions. Pension calculations use the K2013 table for mortality risk. The risk table for disability, IR02, corresponds with the estimated risk of disability in the Group. Pension assets are valued at fair value on the accounting period date. Costs incurred in relation to the Group's pension arrangements are reported as salary costs in the accounts.

The starting point for calculating pension costs in respect of the Group pension schemes is linear application of pension entitlement earned against the likely accumulated pension liability at the time the pension is first drawn.

The cost of pensions is calculated based on the discounted pension entitlement earned at the beginning and end of the year and the pension rights accrued during the year, less the return on the assets provided to fund pensions. Significant changes to the pension schemes, including scheme closures and changes that cause the issue of paid-up policies, are recognised in the accounts in the accounting period when such change takes place. The effect of any changes in the pension scheme that leads to the issue of fully paid-up policies is recognised in the period the change is made. The effect of other changes in the pension scheme is amortised over the expected average remaining service period. The effect of any changes in estimates, changes in assumptions and calculation are accounted for as "comprehensive income" in the period that they occur.

The Group has established a compensation scheme for employees in connection with the closure of a defined benefit pension scheme. The size of the compensation and the profile for its accrual are calculated based on a standard set of calculation parameters at the time of the change to the pension arrangements. The accrual formula and profile for the compensation scheme are used as the basis to make provisions in the accounts so that the total compensation earned to date by employees at any time is provided for as a liability in the consolidated statement of financial position.

The majority of the employees in the Group's Norwegian companies are members of an early retirement scheme (AFP), which is a multi-company defined benefit scheme, and is financed by premium payments determined as a percentage of salary. There is no reliable measurement and allocation of liabilities and asset between the companies that participate in the scheme. The scheme is therefore treated for accounting purposes as a defined contribution pension scheme and the premiums paid are recognised as costs through profit and loss.

Provisions

A provision is recognised in the accounts only when the company is subject to a liability that is a consequence of an event that has already happened and where it is likely (more likely than not) that to reduce or discharge the liability the company will have to apply financially measurable resources, and the liability can be reasonably estimated. Provisions are evaluated at the end of each accounting period and adjusted to reflect the available information about the provision. Where the information available is insufficient, a best estimate is used. If the time period to the date at which the liability may lead to payment has a material effect on the calculation, the provision will represent the discounted present value of the future liability. Increases in liability caused solely by the lapse of time are reported as an interest expense.

Provisions for restructuring costs only include direct expenses linked to the restructuring which are both necessary for the implementation of the restructuring and which do not relate to the continuing ordinary activities of the company. Such provisions are recognised in the accounts when the company has a detailed plan for the restructuring in question that identifies which business areas will be affected, the locations affected, the functions and estimated number of employees due to receive termination payments, the costs that will be incurred and a time plan for implementation. There must be a real expectation by the parties affected that the company will implement the restructuring. This means either that implementation of the restructuring program has commenced or that the main elements have been disclosed to the affected parties.

Contingent assets and liabilities

A contingent asset is defined as a possible asset, that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events, not wholly within the control of the entity. Contingent assets are not included in the annual accounts, but information is provided if there is a reasonable certainty that the benefit in question will accrue to the Group.

Contingent liabilities comprise:

- a possible obligation arising as a result of past events where the obligation depends on some uncertain future event
- a present obligation that is not recognised in the accounts since it is not probable that the obligation will result in a payment being made
- liabilities that cannot be measured reliably

Contingent liabilities are not recognised in the accounts except for contingent liabilities acquired as part of the purchase of a business. Contingent liabilities acquired as part of the purchase of a business are recognised in the accounts at fair value even if the liability is not likely to crystallise.

Cash flow statement

The cash flow statement is presented using the indirect method. The Group's activities are divided into operational, financing and investment activities. Investment in new business or sale of business is classified as cash from/to investments, in the cash flow statement, and amounts to the purchase price/sales price less transferred cash and cash deposits at the transaction date.

The cash flow statement includes businesses disposed of up to the date of disposal.

3. Standards issued but not yet effective

The following paragraphs provide an overview of changes to IFRS/IAS standards that are relevant to the Group's activities but have not yet come into effect. The Group intends to adopt these standards when they become effective.

IFRS 15 - Revenue from Contracts with Customers

The IASB has issued a new revenue recognition standard, IFRS 15 Revenue from Contracts with Customers. The standard replaces existing IFRS revenue principles. The core principle of IFRS 15 is that revenue is recognised to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The standard applies to all revenue contracts and provides a model for the recognition and measurement of sales of some non-financial assets (e.g., disposals of property, plant and equipment).

The standard is effective for annual periods beginning on or after 1 January 2018 and either a full retrospective application or a modified retrospective application is required. Early adoption is permitted. The Group will apply IFRS 15 with effect from 1 January 2018 and will use the modified retrospective application approach. Only contracts not completed at 31 December 2017 will be subject to transition to IFRS 15.

The Group has performed an assessment of IFRS 15 and the effects on the Groups revenue streams. The assessment identified the following areas where IFRS 15 will impact the timing of the revenue recognition compared to the revenue recognition based on the current standard IAS 18:

- Sale of licenses/right to use in the Financial Services business area - IFRS 15 will result in revenue to be recognised over time instead of at a point in time. The implementation effect on equity 1 January 2018 is estimated to range from NOK 350 million to NOK 450 million. There is no material implementation effect on 2017 revenues.
- Transition projects – Certain performance obligations will be recognised over the contract period instead of over the transition period using the percentage of completion method. There is no material implementation effect on equity 1 January 2018. The implementation effect on 2017 revenues is estimated to range from NOK 25 million to NOK 40 million.

IFRS 9 - Financial Instruments

IFRS 9 addresses the classification, measurement and derecognition of financial assets and financial liabilities, introduces new rules for hedge accounting and a new impairment model for financial assets. IFRS 9 is effective from 1 January 2018, with early application permitted.

Except for hedge accounting, retrospective application is required, but providing comparative information is not compulsory. For hedge accounting, the requirements are generally applied prospectively, with some limited exceptions. The Group plans to adopt the new standard on the required effective date and will not restate comparative information.

During 2017, the Group has performed a detailed impact assessment of all three aspects of IFRS 9. This assessment is based on currently available information and may be subject to changes arising from further reasonable and supportable information being made available to the Group in 2018 when the Group will adopt IFRS 9. Overall the Group does not expect any significant impact on its balance sheet or equity. The following describes expected impact based on the performed impact assessment:

a) Classification and measurement

The Group does not expect any significant impact on its balance sheet or equity applying the classification and measurement requirements in IFRS 9. EVRY expects to continue measuring at fair value its financial assets currently held at fair value.

b) Impairment

IFRS 9 requires the Group to record expected credit losses on all its trade receivables, either on a 12-month or lifetime basis. The Group expects to apply the simplified approach and record lifetime expected losses on all trade receivables. However, the Group does not expect any significant impact on its equity due to the secure nature of its loans and receivables.

c) Hedge accounting

The Group believes that all existing hedge relationships that are currently designated in effective hedging relationships will still qualify for hedge accounting under IFRS 9. As IFRS 9 does not change the general principals of how an entity accounts for effective hedges, the Group does not expect a significant impact as a result of applying IFRS 9.

IFRS 16 - Leases

IFRS 16 was issued in January 2016 and replaces IAS 17 Leases, IFRIC 4 and SIC 15 and 27. IFRS 16 sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to account for all leases under a single on-balance sheet model similar to the accounting for financial leases under IAS 17. The standard introduces two exemptions for lessees – leases of “low-value assets” and short-term leases (i.e. leases with a lease term of 12 months or less). At the commencement date the lessee will recognise a liability to make lease payments and an asset representing the right to use the underlying asset during the lease term. Lessees will be required to separately recognise the interest expense on the lease liability and the depreciation expense on the right-of-use asset.

Lessor accounting under IFRS 16 is substantially unchanged from today’s accounting under IAS 17. Lessors will continue to classify all leases using the same classification principle as in IAS 17 and distinguish between two types of leases: operating and finance leases.

IFRS 16 is effective for annual periods beginning on or after 1 January 2019. Early application is permitted, but not before an entity applies IFRS 15. A lessee can choose to apply the standard using either a full retrospective or a modified retrospective approach.

In 2018, the Group will continue to assess the potential effects of IFRS 16 on its consolidated financial statements.

NOTE 2

USE OF ESTIMATES

A key accounting estimate is an estimate that is important for the presentation of the Group’s financial position and profit, and that requires subjective and complex evaluation by the company’s management, typically as the result of the need to determine such estimates based on assumptions about future outcomes that are subject to uncertainty. The Group keeps such estimates under constant review on the basis of historical results and experience, consultation with experts, trends, forecasts and other methods that the Group considers reasonable in specific circumstances including evaluating how such factors may change in the future.

Goodwill

The Group tests goodwill for impairment annually. The book value of goodwill in the Group’s cash-generating units is measured against the value in use of goodwill in these units. The recoverable amount from cash generating units is determined through calculations of value in use. These calculations are based on discounted cash flows that involve uncertainty and require the use of estimates. A change in the yield requirement used for discounting future cash flows will affect the book value of goodwill. An increase in the yield requirement will, in isolation, cause a lower value in use which in turn will cause a fall in the value of goodwill. See note 13 for further information on assessment of goodwill.

Other intangible assets

Other intangible assets are tested for impairment if there are indications of a material loss of value, see section below regarding capitalisation of development projects. There were no indications of impairment at 31 December 2017 and no impairment test was performed.

Deferred tax asset

Deferred tax asset based on losses carried forward and other tax reducing differences is capitalised in the statement of financial position to the extent that it is considered likely that future taxable profit will be available to make use of the deferred tax asset. Judgement is required by the management to decide on the size of the capitalised deferred tax asset. The capitalised deferred tax asset is based on expected future taxable profit and timing of the expected use of the deferred tax asset.

Capitalisation of development projects

When capitalising development costs that relate to the use of internal resources, costs are estimated using an hourly rate based on the direct costs per employee. In the event of any indication of the need for a write-down in respect of an individual development project, the recoverable amount is tested against the book value. The recoverable amount assigned to the development project is determined on the basis of calculations of value in use. These calculations are based on discounting future cash flows that involve uncertainty and require the use of estimates. A change in the forecast revenue or margin used when estimating future cash flows will affect the estimated value of the development project in question. Annual impairment tests are performed for capitalised development projects where amortisation has not yet started. Based on these tests, no need for impairment has been identified in 2017.

The Group's activities are divided into three segments for the purpose of reporting in 2017. The allocation of activities to segments is based on the main markets served by the Group, and corresponds with the structures used for internal reporting to the executive management, which is the chief operating decision makers in the Group. The segment structure is unchanged from the 2016 reporting.

The EVERY Financial Services segment offers a broad portfolio of solutions and services, and is a complete industry vertical with responsibility for all the company's deliveries to bank and finance customers. The solutions portfolio includes solutions for all core banking services, whether this relates to interfaces with end-customers or solutions to support a bank's internal processes and employees. The portfolio is module-based, and includes banking services, transactions systems, payment solutions and card services. The portfolio also includes a unique value chain of card services that are delivered to banks in the Nordic countries and in the United Kingdom. The EVERY Financial Services segment has its main deliveries within Application Services and Infrastructure Services, see table below on external revenue groups.

The EVERY Sweden segment offers everything from strategic advice and consulting services through to solutions and IT operating services. EVERY Sweden has a significant portfolio of industry vertical solutions that combine industry-specific insight and business understanding with technological expertise. EVERY Sweden also delivers services based on strong specialist expertise that are independent of geographic location and sector, for example ERP solutions, mobility, cloud-based solutions and Business Intelligence. EVERY Sweden also has its own operating services organisation, which focuses on medium-sized businesses and entities in the private and public sectors. The EVERY Sweden segment has its deliveries within Digital Services, Application Services, Infrastructure Services and Fulfillment Services, see table below on external revenue groups.

The EVERY Norway segment offers consulting, infrastructure and operating services. EVERY Norway has a long history with leading customers in the Norwegian public and private sectors, and holds strong positions in a number of industry verticals where it combines industry insight and business understanding with technological expertise. Customer deliveries cover a broad range of consulting and solutions services, as well as IT operating services. EVERY Norway has a significant position in the local government and healthcare sectors, and is currently strengthening its position in other verticals including retail, oil & gas and insurance. Through its extensive activities, EVERY Norway has in-depth technical expertise in specialist services that are independent of geographic location and sector. This includes growth areas such as mobility, cloud-based solutions and Business Intelligence. The EVERY Norway segment has its deliveries within Digital Services, Application Services, Infrastructure Services and Fulfillment Services, see table below on external revenue groups.

The Group's other activities are shown in the presentation below as other. These activities include for reporting purposes the Group's Global delivery activities. In addition are financing and central group functions that are not allocated to the segments, included in the line other. Transactions between the business areas are based on market terms and conditions. The rental of software and other IT equipment is based on the cost from an external supplier plus a margin. The purchase and sale of consulting services between the segments is charged at an agreed price equivalent to the price achieved by the best customer. The operating profit/-loss before amortisation of customer contracts (EBITA) reported for each segment includes revenue and costs related to transactions with other segments of the Group. Eliminations between segments are included in the line other.

The Group's chief operating decision makers (executive management) follow up the operating profit (EBITA) of each segment on a regular basis and use this information to analyse the various segments' operational performance and to make decisions on resource allocation. The performance of each segment is evaluated on the basis of revenue growth and EBITA, and the measurement of revenue growth and EBITA is consistent with the consolidated revenue and EBITA figures reported for the Group as a whole. Management also monitors each segment in terms of other key figures such as EBITDA, operational investment spending, working capital and the customer credit-time. In addition to the financial information prepared in accordance with IFRS, management wants to provide alternative performance measures to enhance the understanding of the Group's underlying performance. Other income and expenses that are part of alternative performance measures are not distributed to the segments in accordance with the management reporting structure in the Group, and are reported as a separate line in the presentation below. Reference is made to the section key figures and definitions for further information on alternative performance measures.

Other income and expenses

(NOK million)	2017	2016
Provisions for restructuring	-32.9	-77.9
Write-down of other balance sheet items	-	-26.1
IBM partner agreement	-940.9	-249.8
Transaction costs, IPO and refinancing	-241.3	-21.1
Total other income and expenses	-1 215.1	-374.9

The IBM contract was extended in 2017 to also include EVRY's regional customers. A total of NOK 940.9 million was recognised as costs in 2017 related to agreed transitions and transformations. In 2016 a total of NOK 249.8 million was expensed related to the implementation of the IBM contract entered into in 2015.

Information about the Group's segments for reporting purposes is presented below:

2017

(NOK million)	Operating revenue	EBITDA	Depreciation and write downs	EBITA	CAPEX
EVRY Financial Services	3 221.7	512.2	80.7	431.5	206.5
EVRY Sweden	3 312.2	365.8	41.3	324.5	51.1
EVRY Norway	5 768.7	677.9	74.4	603.5	86.9
Other ¹⁾	293.8	264.7	55.7	209.0	38.1
Other income and expenses	-	-1 191.5	23.6	-1 215.1	-
Total	12 596.4	629.0	275.6	353.4	382.5

2016

(NOK million)	Operating revenue	EBITDA	Depreciation and write downs	EBITA	CAPEX
EVRY Financial Services	3 133.4	497.5	83.0	414.5	182.2
EVRY Sweden	3 244.8	337.7	32.8	304.9	53.1
EVRY Norway	5 669.4	532.3	102.2	430.1	63.9
Other ¹⁾	198.8	215.4	43.3	172.1	51.1
Other income and expenses	-	-366.1	8.8	-374.9	-
Total	12 246.4	1 216.9	270.3	946.7	350.2

1) Included in the line Other is revenue from Global Delivery in addition to Group eliminations.

There are no differences in the measurement methods applied at the segment level as compared to the methods used for the consolidated accounts.

Geographic segments

The Group's activities are divided between Norway, Sweden (incl Finland) and other countries.

Other countries are mainly related to USA and other European countries beside Norway, Sweden and Finland.

Operating revenues

(NOK million)	2017	2016
Norway	7 203.0	7 022.2
Sweden	4 508.6	4 417.9
Other countries	884.8	806.3
Total	12 596.4	12 246.4

The Group does not have any single customer that accounts for more than 10 per cent of its consolidated revenue.

External revenue groups

The Group's services are divided into different external revenue groups based on the type of services that are offered.

Operating revenues

(NOK million)	2017	2016
Digital Services	4 211.0	4 076.9
Application Services	4 164.8	3 920.6
Infrastructure Services	3 793.5	4 043.7
Fulfillment Services	1 062.8	894.3
Group eliminations	-635.7	-689.1
Total	12 596.4	12 246.4

NOTE 4

MANAGEMENT OF CAPITAL STRUCTURE AND FINANCIAL RISK

1. Management of capital structure

EVERY aims for a capital structure, which supports its long-term strategic ambitions. EVERY intends to pay dividends based on a pay-out ratio of more than 60 per cent of Adjusted Net Income ¹⁾.

The Group manages its capital structure by monitoring equity as a proportion of total assets, net interest-bearing liabilities as a proportion of total equity (gearing), and debt cover ratio measured by net interest-bearing liabilities relative to EBITDA before other income and expenses (Adjusted EBITDA). The Group's senior financing agreement contains covenants related to the debt cover ratio, which need to be reported to the bank syndicate. The Group has through 2017 been in compliance with its covenants.

1) Adjusted Net Income: Represents profit/-loss for the period before other income and expenses.

(NOK million)	31.12.2017	31.12.2016
Non-current interest-bearing liabilities ²⁾	4 683.1	7 027.6
Current interest-bearing liabilities	3.1	3.1
Bank deposits	-880.0	-990.2
Net interest-bearing liabilities	3 806.3	6 040.6
Equity	3 239.2	193.8
Total assets	11 383.1	10 460.7
Gearing	1.18	31.17
Equity ratio	28.4 %	1.9 %
Debt cover ratio	2.09	3.68

2) Excluding arrangement fees

Subsidiaries have limited ability to establish independent financing and are required to distribute their surplus capital to EVERY ASA by means of dividend, repayment of internal financing or group contributions.

2. Financial risk management

The Group's policies for the management of financial risk are approved by the Board of Directors and Group Management of EVERY ASA. The main objective of financial risk management is to identify, quantify and manage financial risk. Operational responsibility for monitoring and managing financial risk lies with EVERY's centralized treasury function.

Financial risk is normally divided into three groups:

1. Market risk
 - a. Interest rate risk
 - b. Currency risk
2. Credit risk
3. Liquidity risk

1. Market risk

Market risk is the risk of changes in market prices and changes in fundamental conditions in the economy, such as changes in interest rates, exchange rates, prices of inputs and the cost of capital.

1a. Interest rate risk

Interest rate risk is the risk that future cash flows will fluctuate because of changes in the general level of interest rates. The Group's exposure to interest rate risk relates primarily to interest-bearing liabilities with floating interest rates. The Group uses interest rate swaps to hedge against large fluctuations in cash flow. The Group financial policy states that 30 per cent to 70 per cent of the debt shall be hedged to fixed interest rates.

See also note 5 for more information on the Group's exposure to interest rate risk.

1b. Currency risk

The main objective of currency risk management in EVERY is to reduce the effect of changes in exchange rates on future cash flows and on the Group's financial situation. Currency risk can be divided into i) transaction risk, ii) translation risk and iii) strategic risk:

- i) Transaction risk represents the risk that future cash flows may fluctuate because of changes in exchange rates. It arises from future financial transactions in a currency other than the Group's functional currency.

EVERY has both revenue and costs denominated in foreign currency, which to some degree act as a natural hedge. The Group has established an arrangement for multicurrency bank accounts, which are used to reduce exposure to currency risk on group level. The Group hedges future cash flows denominated in foreign currency where the amount is greater than the equivalent of NOK 50 million.

- ii) Translation risk represents the risk of assets or liabilities being exposed to changes in value measured in the Group's functional currency because of changes in exchange rates. Due to the Group's activities outside Norway (mainly Sweden, India, Ukraine, Latvia and the US), currency exposure is mainly towards SEK, EUR, USD and INR.

As the Group has significant operations in Sweden, a share of its debt with the current bank syndicate is denominated in Swedish kroner (net investment hedge).

- iii) Strategic risk is a concept used to describe the long-term effects of changes in exchange rates. This risk arises when establishing business operations in low-cost countries, importing from countries with low commodity prices and other exposure to currency risk in relation to strategic decisions.

EVERY has established subsidiary companies in India, Ukraine, Latvia and the US. These companies have income mainly in EUR and USD, while costs are mainly in local currency.

See also note 5 for more information on the Group's exposure to currency risk.

2. Credit risk

Credit risk relates to the risk that the Group's counterparties fail to pay their financial commitments, which might lead to a financial loss. Daily monitoring and collection of receivables are decentralised across units, based on guidelines set centrally.

No significant provisions were made in 2017 for losses on receivables. The Group's maximum exposure to credit risk as of 31 December 2017 was NOK 1 950 million.

3. Liquidity risk

Liquidity risk arises if the cash flows generated by the Group are not sufficient to match its financial obligations. The Group has established long-term financing agreements to cover potential investments and other liquidity needs. The Group aims for limited current interest-bearing debt in addition to its bank facility to reduce refinancing risk. Financing for corporate acquisitions is evaluated independently.

The Group monitors its liquidity daily and produces liquidity forecasts on a regular basis to identify future liquidity requirements.

See also note 5 for more information on the Group's exposure to liquidity risk.

Non-current interest-bearing liabilities and interest rate risk

Non-current interest-bearing liabilities

(NOK million)	31.12.2017	31.12.2016
Financial lease	15.7	18.9
Liabilities to credit institutions	4 667.4	7 008.8
Capitalised arrangement fees	-60.7	-219.5
Non-current interest-bearing liabilities	4 622.4	6 808.1

See below a reconciliation of the changes in interest-bearing liabilities (excluding capitalised arrangement fees) during 2017.

(NOK million)	1.1.2017	Draw down of new debt	Repayment of debt	Currency effects	31.12.2017
Financial lease	18.9	-	-3.1	-	15.7
Liabilities to credit institutions	7 008.8	5 240.0	-7 633.8	52.4	4 667.4
Non-current interest-bearing liabilities ¹⁾	7 027.6	5 240.0	-7 636.9	52.4	4 683.1

1) Excluding capitalised arrangement fees related to financing

See below an allocation of the Group's non-current interest-bearing liabilities in fixed and variable interest rates.

(NOK million)	31.12.2017
Interest-bearing liabilities - fixed interest rates	2 118.9
Interest-bearing liabilities - variable interest rates	2 564.2
Total non-current interest-bearing liabilities ¹⁾	4 683.1

1) Excluding capitalised arrangement fees related to financing

In connection with the IPO in June 2017, EVRY entered into a new financing agreement ("Senior Facility Agreement" / "SFA") with a syndicate of 8 banks. The largest lenders are DNB, Nordea Bank, SEB, and Swedbank. The financing agreement has a total frame of NOK 6 039 million divided in a bullet loan of NOK 4 539 million and a revolving credit facility "RCF" of NOK 1 500 million available for working capital and other financing needs. The bullet loan consists of two tranches, NOK 3 433 million and SEK 1 135 million. As of 31 December 2017, NOK 100 million of the RCF was drawn. The bullet loan falls due in its entirety in June 2022.

The financing secures EVRY a flexible capital and financing structure at competitive terms. Margins are subject to adjustments based on the Group's financial development. Adjustments to margins are based on the debt cover ratio defined as interest-bearing debt relative to normalized EBITDA. Margins have been reduced substantially compared to the previous financing agreement, which means that the Group's financing cost is expected to be reduced significantly from 2017 to 2018.

The Group has throughout 2017 been in compliance with its financial covenants.

Arrangement fees related to the refinancing in June 2017 as well as commitment fees are part of the amortized cost calculation. NOK 201 million of these were recognized as financial expense in 2017. NOK 195 million are related to arrangement fees of the old financing agreement, which was terminated in June 2017.

Interest rate swaps

As of 31 December 2017, EVRY had entered into interest rate swaps totaling NOK 2 100 million to hedge interest rates. 46 per cent of the Group's long-term debt is hedged to fixed interest rates. The interest rate swaps match the interest periods in the SFA (quarterly). Hedge accounting is applied and any changes to the market value of the interest rate swaps are recognized as part of the comprehensive income.

Interest rate swaps 31 December 2017:

	Currency	Amount	Maturity date	Fixed interest rate	Mtm value
Interest rate swap Nordea	NOK	500	26.11.2021	1.28 %	-0.1
Interest rate swap DNB	NOK	500	27.06.2022	1.46 %	-2.3
Interest rate swap SEB	NOK	500	27.06.2022	1.37 %	-0.2
Interest rate swap SEB	NOK	300	27.06.2022	1.37 %	-
Interest rate swap Swedbank	NOK	300	27.06.2022	1.38 %	-0.4

Average duration for interest rate swaps as of 31 December 2017 was 4.25 years.

Interest rate risk – sensitivity analysis

The Group's exposure to interest rate risk depends on the general level of interest rates in Norway and Sweden (Nibor/Stibor). A significant change in interest rates would represent a significant increase/decrease in the company's overall earnings.

The Group uses interest rate swaps to hedge against large fluctuations of cash flow related to interest. An increase in the general level of interest rates will cause an increase in interest expense. This effect will be partially offset by interest rate swaps as the Group pays fixed interest on part of its debt (46 per cent as of 31 December 2017). The Group monitors interest rate risk and calculates result effects from potential changes in interest rates by simulating a change in the yield curve.

An increase of interest rates will increase the value of the Group's interest rate swaps (positive effect). At the same time, the Group's interest costs will rise because of higher interest rates payable on the part of its total borrowings which is subject to floating interest rates.

The table below shows the effect of an increase of 100 basis points in interest rates on the consolidated profit and loss account:

(NOK million)	2017	2016
Change in fair value interest rate swaps	87.6	38.2
Change in interest expenses after tax	-13.5	-29.2
Effect on total profit	74.2	9.0

Exchange rate risk and currency hedge

Financial items per currency 31 December 2017:

(NOK million)	SEK	USD	EUR	Other
Accounts receivable	489.8	63.7	126.3	20.5
Accounts payable	297.6	10.3	34.8	36.8
Bank deposits	34.6	75.6	173.7	55.0
Non-current liabilities	1 134.5	-	-	-
Net exposure financial position	-907.8	128.9	265.2	38.7

As of 31 December 2017, the Group had borrowed SEK 1 135 million to hedge its investments in Sweden. Translation effects from liabilities and receivables arising from foreign investments are applied as comprehensive income. In 2017, the translation amounted to NOK -32 million after tax for investments in Sweden.

Net exposure denominated in SEK amounted to NOK 190 million at 31 December 2017. A change in the SEK/NOK exchange rate of 100 basis points would cause a change in the book value of NOK 19 million.

The company has no material balance sheet risk in other currencies as of the end of 2017.

Exchange rates of relevance:

	2017 Average	2017 Spot	2016 Average	2016 Spot
SEK	0.9680	0.9996	0.9814	0.9512
EUR	9.3271	9.8403	9.2889	9.0863
USD	8.2630	8.2050	8.3993	8.6200
GBP	10.6386	11.0910	11.3698	10.6130

Liquidity risk

(NOK million)	2017	2016
Liquidity reserve 31 December	2 580.0	2 799.2
Liquidity reserve/operating revenues last 12 months	20.5 %	22.9 %

Maturity profile for financial liabilities:

(NOK million)	Total	0 - 1 year	1- 5 year	More than 5 years
Accounts payable	933.8	933.8	-	-
Deductions and duties payable	986.2	986.2	-	-
Other current liabilities	1 052.6	1 052.6	-	-
Financial lease	18.9	3.1	12.6	3.1
Maturity credit facility	4 667.4	-	4 667.4	-
Non-current non-interest bearing liabilities	12.8	-	12.8	-
Other non-current provisions for liabilities	9.4	9.4	-	-
Interests ¹⁾	774.5	172.1	602.4	-
Total financial liabilities	8 455.6	3 157.2	5 295.2	3.1

1) Estimate based on current debt portfolio, current forward curve and current margins.

Fair value hierarchy

Financial instruments that are valued at fair value in the statement of financial position are grouped on the basis of the following fair value hierarchy, which applies three levels/groups for financial instruments. The levels/groups reflect the information used for the determination of fair value.

Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2: Instruments for which observable information is available, but for which there is no active market.

Level 3: Instruments for which there is no observable market data and the determination of fair value accordingly uses company specific/subjective information.

For accounts receivable, accounts payable and other short-term items, fair values are considered to be equal to carrying values due to their short-term nature. Non-current interest-bearing liabilities are measured at amortised cost.

As of 31 December 2017:

(NOK million)	Fair value level	Fair value through OCI	Fair value through profit and loss	Loans and Receivables	Available for sale	Other financial liabilities	Total book value	Fair value
Assets								
Other non-current receivables	3	-	-	276.4	-	-	276.4	276.4
Accounts receivable	3	-	-	1 663.3	-	-	1 663.3	1 663.3
Other current receivables	3	-	-	1 028.1	-	-	1 028.1	1 028.1
Bank deposits	3	-	-	880.0	-	-	880.0	880.0
Total assets		-	-	3 847.9	-	-	3 847.9	3 847.9
Liabilities								
Non-current interest-bearing liabilities	3	-	-	-	-	4 622.4	4 622.4	4 622.4
Non-current non-interest bearing liabilities	2, 3 ¹⁾	3.0	-	-	-	9.8	12.8	12.8
Accounts payable	3	-	-	-	-	933.8	933.8	933.8
Deductions and duties payable	3	-	-	-	-	986.2	986.2	986.2
Other current liabilities	3	-	-	-	-	1 222.9	1 222.9	1 222.9
Total liabilities		3.0	-	-	-	7 775.1	7 778.1	7 778.1

1) Fair value level 2 relates to interest rate swaps

During the reporting period 1 January 2017 to 31 December 2017, there were no transfers between the levels in the fair value hierarchy.

As of 31 December 2016:

(NOK million)	Fair value level	Fair value through OCI	Fair value through profit and loss	Loans and Receivables	Available for sale	Other financial liabilities	Total book value	Fair value
Assets								
Other non-current receivables	3	-	-	54.1	-	-	54.1	54.1
Accounts receivable	3	-	-	1 477.6	-	-	1 477.6	1 477.6
Other current receivables	3	-	-	771.1	-	-	771.1	771.1
Bank deposits	3	-	-	990.2	-	-	990.2	990.2
Total assets		-	-	3 292.9	-	-	3 292.9	3 292.9
Liabilities								
Non-current interest bearing liabilities	3	-	-	-	-	6 808.1	6 808.1	6 808.1
Non-current non-interest bearing liabilities	2	135.5	-	-	-	-	135.5	135.5
Accounts payable	3	-	-	-	-	877.7	877.7	877.7
Deductions and duties payable	3	-	-	-	-	897.8	897.8	897.8
Other current liabilities	3	-	-	-	-	1 201.6	1 201.6	1 201.6
Total liabilities		135.5	-	-	-	9 785.2	9 920.6	9 920.6

During the reporting period 1 January 2016 to 31 December 2016, there were no transfers between the levels in the fair value hierarchy.

Salaries and personnel costs

(NOK million)	2017	2016
Salaries	3 958.2	4 004.1
Social security tax	728.6	768.7
Pension costs	366.5	357.5
Other benefits	805.5	494.2
Total salaries and personnel costs	5 858.8	5 624.6
Average number of employees	8 571	9 100
Average number of man years	8 336	8 814

Executive management remuneration

(NOK million)	2017	2016
Björn Ivroth (Chief Executive Officer):		
Salary	4.333	3.671
Pension	0.763	0.740
Other remuneration ¹⁾	3.709	2.879
Number of shares 31.12.	4 059 404	-
Number of options 31.12.	251 813	-

(NOK million)	2017	2016
Henrik Schibler (CFO):		
Salary	3.054	2.704
Pension	0.484	0.468
Other remuneration ¹⁾	20.381	2.335
Number of shares 31.12.	794 358	-
Number of options 31.12.	180 648	-

1) Other remuneration also includes bonuses

Other remuneration for CFO Henrik Schibler includes special remuneration related to the stock exchange listing in June 2017 for subscription of new shares, see note 19 for further details.

Extended group management 2017

(NOK million)	Salary	Pension	Other remuneration ¹⁾	Number of shares 31.12.17	Number of options 31.12.17
Members of extended group management	14.678	1.968	9.276	3 057 260	473 655

Extended group management 2016

(NOK million)	Salary	Pension	Other remuneration ¹⁾
Members of extended group management	14.997	2.547	3.300

1) Other remuneration also includes bonuses.

The total remuneration of the CEO, CFO and other members of extended group management consists of basic salary and benefits supplemented by performance-based bonuses, share-based long-term incentive schemes and pension and insurance arrangements. The Board of EVRY ASA has approved a bonus scheme for the CEO, CFO and members of extended group management, whereby bonus will be paid based on the achievement of pre-determined targets. The maximum bonus entitlement for the CEO and CFO is 18 months' fixed salary, while the maximum bonus entitlement for the other members of extended group management is up to 12 months' fixed salary. The Board of Directors has established detailed guidelines to implement the above principles.

The CEO, CFO and other members of extended group management are members of a defined contribution pension scheme. They are additionally members of an uninsured defined benefit pension scheme for the portion of their salary that exceeds 12 times the national insurance base amount (G), cf. note 8 to the Annual Accounts. Rights accrued in respect of the defined benefit pension scheme will be paid from retirement age.

In 2015, a long-term investment program was established by Lyngen Topco AS, for some members of the Board of Directors of EVRY ASA, the Executive Management and certain other key employees. Those included in the program were given the opportunity to invest in shares in Lyngen Topco AS, which indirectly was majority shareholder in EVRY ASA before the stock listing in June 2017. Investments in shares were made both in 2015 and 2016. The shares were purchased at market prices. In connection with the listing of EVRY in June 2017, the investment program was terminated and ownership in Lyngen Topco AS was converted to shares in EVRY ASA.

In 2017 the Board of Directors in EVRY established a long-term share option program for certain employees in the EVRY Group. The program runs for three years with one-third of the options vesting each year and can be exercised. The overall value of the program is linked to EVRY's share price at the Oslo Stock Exchange. For more information on the share option program, see note 7.

The CEO has waived the redundancy rights provided by Chapter 15 of the Working Environment Act, cf. Section 15-16. He is entitled to receive salary for 3 months following the normal notice period of 9 months. The CFO and other members of extended group management are entitled to receive salary for periods of between 0 and 12 months following notice periods of between 6 and 12 months. Both the Chief Executive Officer, CFO and other members of extended group management are subject to non-compete agreements.

The CEO, CFO and other members of extended group management have not received any remuneration or other benefits from any other company in the Group other than as set out above. No additional payments were made for special services over and above an individual's normal management responsibilities. The remuneration of the CEO, CFO and other members of extended group management is discussed in the company's Remuneration Committee and approved by the Board. Development of basic salary follows a similar development as the rest of the employees.

Board of Directors

The table below shows remuneration paid out to the Board of Directors in 2017 and the number of shares held by board members.

(NOK million)	Remuneration	Number of shares 31.12.17
Göran Lindahl (Chairman)	0.865	1 043 217
Leif Teksum ²⁾	3.611	48 387
Kristin Margrethe Krohn Devold ²⁾	3.611	48 387
Malin Persson	0.302	12 580
Al-Noor Gulamali Abdulla Ramji	0.483	-
Salim Nathoo	-	-
Rohan Haldea	-	-
Louise Søndergaard	-	-
Bente Lennertzen ¹⁾	-	-
Sigve Sandvik Lærdal ¹⁾	-	-
Tommy Sander Aldrin ¹⁾	-	-
Jenny Lindh ¹⁾	-	-
Previous board members		
Francisco Menjíbar	-	-
Ellen de Krøij	-	-
Eirik Bornø ¹⁾	0.417	-
Ola Hugo Jordhøy ¹⁾	0.288	-
Jan Anders Dahlström ¹⁾	0.288	-
Ingrid Lund ¹⁾	0.357	-
Total remuneration	10.221	1 152 571

1) Employee elected board members

2) Includes special remuneration of NOK 3 million related to the stock exchange listing in June 2017 to acquire shares.

The remuneration to the Board of Directors is determined in advance and paid out every six month with one half each time. The employee elected board members receive the remuneration from the board in addition to ordinary salary from the company.

No loan or provision of security have been provided to the CEO or members of the Board.

EVERY has purchased services for NOK 126 279 from the consulting firm Vest Corporate Advisors AS, in which Board member Leif Teksum is part owner.

NOTE 7

EMPLOYEE SHARE OPTIONS

Share option program

The company operates a share option program for members of executive management and key employees in specific senior positions. 56 employees were included in the program at 31 December 2017.

The program runs for three years with one-third of the options vesting each year and can be exercised. The overall value of the program is linked to EVERY's share price at the Oslo Stock Exchange. Participants in the program are granted an option to subscribe for a certain number of shares in EVERY at a subscription price of NOK 1.75 provided the fair value of EVERY's shares meets certain thresholds. In order for the options to become exercisable, the EVERY share price must be at or above the so called "Fair Market Value" of EVERY's shares at the grant date. The Fair Market Value of EVERY's shares shall be determined by using the volume weighted average trading price of the EVERY shares in the 15 days before and 15 days after the grant date. The participant must be employed at the time of vesting and exercise.

Shares received following exercise of vested options will be subject to a 12-month lock-in period. In this period the participants cannot sell the shares other than to be able to pay taxes resulting from exercise of the options. In addition to the lock-in period, there is also a cap on the maximum profits the participants can receive when exercising the options. The cap is individually set for each participant.

Options outstanding:

	2017
Options outstanding at 1.1	-
Options granted	2 305 847
Options exercised	-
Options terminated	-
Options expired	-
Options outstanding at 31.12	2 305 847
Of which fully vested	-

On 12 December 2017, the Board of Directors of EVRY granted 2 305 847 options at a Fair Market Value of NOK 23.37 per share.

Provision is made for employer's social security contributions on the difference between the exercise price of options fully vested and the market value. Provision for employer's social security contributions in the balance sheet was NOK 0.4 million at 31 December 2017.

The fair value of options is calculated when they are granted, and charged to profit and loss over the vesting period of three years. The cost recognised for the option program was NOK 1.8 million in 2017.

Fair value of options is calculated by using a Monte Carlo simulation.

The following assumptions are used for the calculation:

Share price (spot)

The share price for options granted is NOK 32.30.

Option exercise price

The exercise price is NOK 1.75.

Volatility

Historic volatility is assumed to be a reasonable indicator of future volatility. Future volatility is therefore defined as historic volatility for the same period as the vesting period. As EVRY does not have sufficient history to use its own volatility, the average volatility of a set of peers has been used to determine the expected volatility for the lifetime of the options. The average volatility for the peer group is 27 per cent.

Vesting period and lifetime

The options vest over three years. The options expire 7 years from grant date.

Dividend

An expected dividend yield of 4 per cent has been used in the valuation model.

Risk-free interest rate

The risk-free interest rate used for option calculations is collected as of grant date from Norges Bank and Oslo Stock Exchange. Where there is no exact match between the term of the interest rates and the term of the options, interpolation is used to estimate a comparable term. The risk-free rate on the grant date ranges from 0.34 per cent (1 year) to 1.24 per cent (interpolated year).

The Group provides pensions principally through insured collective schemes with life insurance companies. Pension arrangements related at 31 December 2017 to 5 499 active employee members of defined contribution pension schemes and 564 pensioners in insured defined benefit schemes. In addition the Group have various compensation- and uninsured pension plans that includes 1 394 employees. The presentation of pension costs and pension liabilities set out below aggregates the various pension arrangements provided by the Group. The figures therefore include a number of different defined benefit, defined contribution and multi-company pension schemes.

The Group's Norwegian companies operate a defined contribution pension scheme for employees. The annual contributions to this scheme are at the rates of 4.25 per cent for salaries up to 7.1 times the social security base amount (G) and 8 per cent for salaries between 7.1 G and 12 G. From 1.1 2017 the break point was moved from 6 G to 7.1 G as a consequence of a change in the Defined-Contribution Pensions Act. The scheme meets the Norwegian legal requirements for mandatory occupational pension ("obligatorisk tjenestepensjon").

The majority of the employees of the Group's Norwegian companies is members of the common scheme of AFP early retirement pension arrangement. The scheme gives a lifelong supplement to the ordinary pension. Employees can choose whether to draw the new AFP pension from 62 years of age, even if they continue to work, and additional rights can be earned by working until 67 years of age. The scheme is a multi-company defined benefit scheme, and is financed by premium payments determined as a percentage of salary. There is as yet no reliable measurement and allocation of liabilities and assets between the companies that participate in the scheme. The new scheme is therefore treated for accounting purposes as a defined contribution pension scheme and the premiums paid are recognised as costs through profit and loss with no provision made in the accounts. The premiums paid in 2017 were set at 2.5 per cent of total salary payments for salary payments to the employer's employees between the social security base amount 1G and 7.1 G. The equivalent premium rate for 2018 will be unchanged at 2.5 per cent. The scheme is underfunded, and the administrator (Fellesordningen for AFP) assumes that premiums will have to increase over time in order to ensure sufficient buffer capital to cope with increased payments. Companies that participate in the AFP scheme are jointly and severally liable for two-thirds of the pension payments due to employees who satisfy the terms and conditions at any time. The liability applies both to shortfalls in premium payments and if the premium rate applied proves insufficient to meet the liabilities. In the event that the scheme is terminated, the participating companies have a duty to continue to make premium payments to provide for pension payments to employees who are members of the scheme or who satisfy the requirements of collective agreements for such pension arrangements at the date of termination.

Employees in the Group's Swedish companies are principally members of the ITP pension scheme. The ITP scheme is based on collective agreement between the Confederation of Swedish Enterprise and the Council for Negotiation and Co-operation representing salaried employees within the private sector. ITP came into operation on 1 July 2007, and applies to employees born in 1979 or later. All new employees become members of the scheme at 25 years of age. The ITP scheme is a defined contribution scheme, to which the employer contributes 4.5 per cent of salary up to 7.5 times the "basic income amount" and 30 per cent of salary over this amount. Employees born before 1979 are members of the old scheme, which is a combination of a defined contribution scheme and a defined benefit scheme (ITPK and ITP2 respectively). ITP2 is a multi-company scheme that provides a retirement pension calculated as 10 per cent of final salary for salary up to 7.5 times the "basic income amount", 65 per cent of final salary for salary between 7.5 times and 20 times the "basic income amount" and 32.5 per cent of final salary for salary between 20 times and 30 times the "basic income amount". Full pension entitlement is earned after 30 years of pensionable employment. There is no reliable measurement and allocation of the company's share of the overall assets and liabilities of the scheme. The scheme is therefore treated in the accounts as a defined contribution scheme. ITPK is a defined contribution scheme with a contribution rate of 2 per cent with the possibility of additional contributions by agreement.

The members of executive management are members of a pension plan financed from operations. The operations pension plan is not subject to the legislation on defined contribution pensions or the legislation on enterprise pensions, and is not funded. The annual pension entitlement is calculated as 25 per cent of salaries exceeding 12 G for the Chief Executive Officer and the other members of executive management. The annual return shall at a minimum equal 12 months NIBOR as at 31 December of the previous year. The accumulated accrued entitlement, including investment return and employer's social security contributions, totalled NOK 24.2 million at 31 December 2017.

Pension costs

(NOK million)	2017	2016
Current value of pension entitlement accrued over the year	18.5	18.1
Net interest on pension liabilities	3.3	2.8
Curtailments and settlements	-2.0	-
Pension costs charged to profit and loss from defined benefit plans	19.8	21.0
Defined contribution schemes and early retirement plans	346.6	336.5
Pension costs charged to profit and loss	366.4	357.5

Change in calculated pension liabilities

(NOK million)	1.1 - 31.12.2017	1.1 - 31.12.2016
Defined benefit obligations 1 January	818.6	822.3
Current value of pension entitlement accrued over the year	18.5	18.1
Interest on pension liabilities	18.1	18.6
Actuarial gains and losses	32.5	3.7
Acquisition/sale of business, curtailment and settlement	-82.0	-
Pension payments	-38.8	-44.2
Defined benefit obligations 31 December	767.0	818.6

Change in fair value of plan assets

(NOK million)	1.1 - 31.12.2017	1.1 - 31.12.2016
Fair value of plan assets 1 January	651.6	660.5
Actual return on plan assets	10.2	21.8
Curtailment and settlement	-76.3	-
Pension premium paid	10.8	5.1
Pension payments	-28.7	-35.8
Fair value of plan assets 31 December	567.6	651.6

Pension liabilities

(NOK million)	1.1 - 31.12.2017	1.1 - 31.12.2016
Gross liability to provide pensions (PBO)	767.0	818.6
Fair value of plan assets	567.6	651.6
Effect of asset ceiling	-66.1	-50.6
Net pension liability	265.5	217.6
Plan assets in the statement of financial position	-	-
Pension liabilities in the statement of financial position	265.5	217.6

Change in pension liabilities

(NOK million)	1.1 - 31.12.2017	1.1 - 31.12.2016
Pension liabilities 1 January	217.6	211.6
Pension costs	19.8	21.0
Effect of actuarial gains and losses recognised as comprehensive income	52.7	-1.4
Premium payments	-10.8	-5.1
Acquisition/sale of business	-3.7	-
Benefits paid and Paid-up policies	-10.0	-8.4
Pension liabilities 31 December	265.5	217.6

The effect of asset ceiling of NOK 66.1 million as of 31 December 2017 relate to pension plans which have an overfunding exceeding the asset ceiling.

The effect for the year of actuarial gains and losses recognised as other comprehensive income represented an increase in pension liability of NOK 52.7 million, principally as the result of a change in asset ceiling of overfunded pension plans.

The summarised information presented is based on annual calculations carried out by an independent actuary.

The following assumptions are used in the actuarial calculations:

	2017	2016
Discount rate	2.40 %	2.60 %
Future salary inflation	2.50 %	2.50 %
Growth in the basic state pension (G)	2.25 %	2.25 %
Annual increase in pensions	0.50 %	0.00 %
Staff turnover	Own table	Own table
Mortality assumptions	K2013	K2013

The assumptions used for pension calculations follow the guidelines issued by the Norwegian Accounting Standards Board (NRS) as at 31 December 2017. Over recent years, the Norwegian market for covered bonds has grown strongly. NRS has therefore accepted the use of covered bond interest rates as the basis for the discount rate for pension calculations instead of using the interest rate on Norwegian government bonds. Based on its assessment of the depth in the Norwegian market for covered bonds, EVRY has for 2016 and 2017 applied the parameters recommended by the NRS guidelines, which includes using the covered bond interest rate as the basis for the discount rate.

Pension calculations use the K2013 table for mortality risk, which is based on the best estimate of the population in Norway. The risk table for disability, IR02, corresponds with the estimated risk of disability in the Group. Extracts of information from the risk tables are provided below. The table shows the likelihood of an employee in a specified age group for men and women becoming disabled or dying within 12 months, and also shows life expectancy.

Life expectancy

Age	Men	Women
20	88.6	92.4
40	87.0	90.6
60	86.0	89.4
80	89.3	91.6

Mortality expectancy

Age	Men	Women
20	0.02 %	0.01 %
40	0.06 %	0.04 %
60	0.46 %	0.31 %
80	4.65 %	3.18 %

Disability expectancy

Age	Men	Women
20	0.10 %	0.10 %
40	0.20 %	0.30 %
60	1.90 %	2.90 %

Uncertainty of estimates

Calculations of pension cost for the year and the book value of pension liability are based on the assumptions above. Considerable uncertainty attaches to the amounts calculated, which principally vary in pace with the level of interest rates in Norway. The plan assets as of 31 December were invested as follows:

Investment category

	2017	2016
Bonds	63 %	65 %
Equity securities	29 %	26 %
Properties	7 %	6 %
Other	1 %	3 %
Total	100 %	100 %

Pension assets are invested in bonds issued by the Norwegian government, Norwegian municipalities, financial institutions and corporations. Bonds held in foreign currencies are to a large extent currency hedged. Pension assets are invested both in Norwegian and foreign equity securities. The currency hedging policy for foreign equity securities is evaluated on an individual investment basis. Pension assets are invested in accordance with the guidelines applying to life insurance companies.

The Group expects to pay approximately NOK 10.2 million in pension premiums to the Group's defined benefit plans in 2018.

The weighted average duration of the Group's pension liabilities as at 31 December 2017 was 12 years, and the maturity structure over the next 10 years is as follows:

(NOK million)

Year 1	32.1
Year 2	33.7
Year 3	35.0
Year 4	36.2
Year 5	37.0
Year 6-10	210.6

Sensitivity analysis

The table below shows the estimated percentage change in pension liability and pension cost for the defined benefit pension schemes in Norway in the event of a one percentage point change in the most important parameters. This analysis has been carried out using a method that extrapolates the effect on pension liabilities of a change in the calculation parameters at the expiry of the reporting period.

	PBO	Pension costs
Discount rate -1 %	11.4 %	2.1 %
Discount rate +1 %	-10.0 %	-1.7 %
Future salary inflation -1 %	-0.4 %	-3.2 %
Future salary inflation +1 %	0.8 %	4.9 %
Growth in the basic state pension (G) -1 %	0.5 %	3.8 %
Growth in the basic state pension (G) +1 %	-0.3 %	-2.6 %
Annual growth in pensions -0.5 %	-4.8 %	-0.6 %
Annual growth in pensions +1 %	10.8 %	1.3 %

Risk assessment

The Group is exposed to various risks in relation to its defined benefit pension arrangements as a result of uncertainty in relation to the assumptions applied and future outcomes. The most important areas of risk relate to increasing life expectancy, the risk of a reduction in the actual return earned on pension assets, interest rate level in Norway and risks associated with higher inflation and salary increases. Changes of this nature would cause an increase in liability for the Group. However, risk exposure in this respect has been significantly reduced following the closure by the Group of a number of defined benefit pension schemes over recent years.

Cost of goods sold comprise:

(NOK million)	2017	2016
Purchase and lease of software	441.0	412.3
Purchase and lease of hardware	101.0	112.3
Consulting services	550.4	556.9
Network capacity	207.8	244.9
Use of goods for resale	1 491.6	1 076.4
Other cost of goods sold	1 901.0	1 615.5
Total cost of goods sold	4 692.7	4 018.2

Other cost of goods sold are mainly related to the long-term partner agreement with IBM, where IBM operates EVRY's basis infrastructure platform.

Other operating costs comprise:

(NOK million)	2017	2016
Premises rental and other premises costs	626.2	598.4
Consulting costs	346.3	259.7
Travel costs	148.0	135.4
Other operating costs	289.3	369.6
Total other operating costs	1 409.7	1 363.0

Consulting costs which are invoiced as a part of a customer contract are classified as cost of goods sold in the statement of comprehensive income. Other consulting costs are classified as other operating costs.

Auditor's remuneration

The following table shows remuneration to the Group's auditor, EY, in respect of audit services delivered, including the amounts invoiced in respect of audit-related and tax-related services. The amounts shown include both Norwegian and foreign subsidiaries, and are exclusive of value added tax.

(NOK million)	2017	2016
Audit fee	8.201	7.737
Fees for other assurance services	14.402	6.342
Other fees	9.068	2.835
Fees for tax services	1.855	2.463
Total remuneration	33.527	19.377

Assurance services includes attestation services related to ISAE 3402 and SAS 70. These expenses are mainly invoiced by the company.

NOTE 10

FINANCIAL ITEMS

(NOK million)	2017	2016
Interest income	16.8	15.1
Other financial income	3.7	0.9
Total financial income	20.5	16.0
Interest expenses	331.3	431.5
Other financial expenses	374.9	82.9
Total financial expense	706.2	514.4
Currency gains	309.7	227.4
Currency losses	296.5	242.0
Net foreign exchange gain/-loss	13.2	-14.6

Other financial expenses include NOK 195 million in fees related to the old financing agreement which was terminated in June 2017.

See note 5 in the Group accounts for further information on the Group's financing agreements.

NOTE 11

TAXES

Deferred tax/tax asset is calculated on the basis of the differences which exist at year-end between accounting and taxation values.

Deferred tax/tax asset arises in respect of the following timing differences:

(NOK million)	31.12.2017	31.12.2016
Intangible assets	1 016.3	827.6
Tangible assets	9.0	-42.9
Pension liabilities	-201.2	-133.7
Profit and loss account	42.5	53.1
Items recognised as comprehensive income	-67.3	-146.4
Other timing differences	-130.1	-365.6
Total timing differences	669.1	192.1
Losses carried forward	-3 460.7	-2 638.0
Basis for deferred tax/-deferred tax asset	-2 791.6	-2 445.9
Deferred tax asset	588.2	489.6
Deferred tax	4.5	-

Taxation effects from items recognised as "Comprehensive income":

(NOK million)	2017	2016
Market value of financial derivatives	27.3	-59.3
Pension estimate changes	-2.4	-
Translation differences	-	-16.5
Total	24.9	-75.8

The Group had tax losses carried forward at 31 December 2017 totalling NOK 3 460.7 million, and the calculated deferred tax asset related to these losses amounted to NOK 543.7 million. The losses carried forward mainly relate to the operation of the Norwegian activities and there are no time limits to carrying forward these losses. Losses carried forward are partially netted against positive

timing differences. Deferred tax assets totalling NOK 98.0 million relating to tax losses carried forward are not recognised in the accounts at 31 December 2017. Corresponding amount at 31 December 2016 was NOK 96.8 million.

Based on the Group's future budgets and estimates on earnings, it is expected that the losses carried forward will be utilised within 3-4 years.

(NOK million)	2017	2016
Changes in deferred tax		
Change in deferred tax to profit and loss	-121.2	57.2
Other changes in deferred tax not taken to profit and loss	24.9	-75.8
Change in deferred tax in the statement of financial position	-96.2	-18.6
Tax cost for the year comprises		
Tax payable	49.0	62.9
Change in deferred tax	-121.2	57.2
Under/over accrual of tax prior year	0.1	0.1
Total tax of the year from continuing operations	-72.1	119.9
Tax expense related to transaction costs recorded directly against equity	13.4	-
Reconciliation of tax of the year		
24 % of profit before tax (25 % in 2016)	-80.0	105.1
Expenses not deductible	1.8	4.9
Non-taxable income	-10.3	-7.4
Losses/tax rate differences abroad	1.9	-4.5
Tax rate change in Norway	26.6	22.7
Under/over accrual of tax prior year	0.1	-0.1
Other permanent differences	-12.2	-0.7
Tax of the year from continuing operations	-72.1	119.9
Effective tax rate	21.6 %	28.5 %

NOTE 12

EARNINGS AND PROPOSED DIVIDEND PER SHARE

Basic earnings per share is calculated as profit/-loss for the year attributable to shareholders (owners of the parent company) divided by the average weighted number of shares outstanding over the year.

Diluted earnings per share is calculated as profit/-loss for the year attributable to shareholders (owners of the parent company) adjusted for all dilutive effects in respect of options.

(NOK)	2017	2016
Profit/-loss for the year attributable to shareholders (owners of the parent)	-153 600 000	-46 000 000
Share of comprehensive income attributable to shareholders (owners of the parent)	-108 600 000	346 100 000
Total profit/-loss for the year attributable to shareholders (owners of the parent)	-262 200 000	300 100 000
Average number of shares in the period	319 072 529	267 187 441
Effect of share options (employees)	40 566	-
Diluted average number of shares	319 113 095	267 187 441
Earnings per share, basic (NOK)	-0.82	1.12
Earnings per share, diluted (NOK)	-0.82	1.12
Dividend proposed for approval by the Annual General Meeting (not recognised as a liability at 31 December)		
Proposed total dividend payment (NOK)	463 507 596	-
Proposed dividend per share (NOK)	1.25	-

NOTE 13

INTANGIBLE ASSETS

(NOK million)	Goodwill	In-house Developed Software	Other intangible assets	Customer contracts and other intangible assets allocated from acquisitions	Total
Book value at 1 January 2016	5 665.0	298.1	135.5	31.1	6 129.6
Additions in the year	155.2	189.4	34.2	-	378.8
Disposal/reclassification in the year	-	-	-9.9	-	-9.9
Depreciations	-	-45.4	-25.3	-13.4	-84.1
Write-downs	-	-	-10.0	-	-10.0
Translation differences	-242.5	-9.1	-0.9	-1.8	-254.3
Book value at 31 December 2016	5 577.7	433.0	123.6	16.0	6 150.1
Additions in the year	37.2	206.3	44.0	0.9	288.4
Disposal/reclassification in the year	-	-	-6.3	-	-6.3
Depreciations	-	-55.7	-30.7	-14.4	-100.8
Write-downs	-	-	-	-	-
Translation differences	121.2	12.2	-6.5	-	126.8
Book value at 31 December 2017	5 736.1	595.8	124.0	2.5	6 458.3
Useful life	Yearly assessment	5-15 years	2 - 10 years	4 - 10 years	
Method of depreciation		Linear	Linear	Linear	

The additions of goodwill in 2017 are mainly related to the acquisitions of Gecko Informasjonssystemer AS and EVRY Transportsystemer AB with NOK 30.7 million and NOK 5.7 million respectively. All excess values related to the acquisitions have been allocated to goodwill.

Costs of NOK 206.3 million in respect of in-house developed software were capitalised in 2017, of which NOK 165.8 million related to investments carried out in the Financial Services segment. These investments are mainly related to the development of a new core banking and payment solutions, built on industry standards such as ISO 20022, SOA and BIAN and adapted to an international market. Investments in customer contracts and other intangible assets totalled NOK 44.9 million in 2017. Projects under development have been tested for impairment as of year-end 2017, however no impairment need was identified.

Other development work carried out in the Group relates to customer-specific projects, where the income derived from these projects exceeds the development costs.

Allocation of goodwill to cash-generating units:

(NOK million)	31.12.2017	31.12.2016
Financial Services	1 612.7	1 612.7
Norway	1 807.9	1 776.5
Sweden	1 759.5	1 638.4
BEKK Consulting	381.8	381.8
Global Delivery	174.1	168.4
Total	5 736.1	5 577.7

The Group evaluates whether there are any indications of a possible impairment of goodwill on a quarterly basis. The price on the Group's listed shares is an important indicator. The Group also tests goodwill for impairment at other times if this becomes necessary as a result of indications of possible impairment, and such tests are always carried out at year-end. Goodwill is tested for impairment for each identified cash generating unit in the Group. A 'cash generating unit' represents the lowest identifiable group of assets that generates cash inflow while being for all practical purposes independent of cash inflow generated by other assets or groups of assets. The number of cash generating units in 2017 was five, in line with the Group's business structure.

For the 2017 financial year the Group has determined the value in use of its cash generating units using the discounted cash flow method. For the Bekk Consulting and Global Delivery cash generating units, fair value has been calculated using valuation multiples. For Bekk Consulting a multiple of 10 x EBITDA in 2017 has been assumed, while for Global Delivery a multiple of 6 x EBITDA has been assumed. Cash flows for after 2018 (terminal values) have been extrapolated from the cash flows for 2018, adjusted for the expected level of long-term revenue growth. Future cash flows have been determined on the basis of the Board-approved budget for 2018.

The impairment tests carried out at the end of 2017 does not show any need to write down the Group's goodwill. The Group has delivered financial results for 2016 that are in line with expectations and it has, together with the cost reduction measures that have been implemented and the outsourcing agreement entered into with IBM, created a sound foundation for strengthening its market position and growth rate going forward.

A reasonable change in the assumptions will not lead to a write down of goodwill.

The estimates used to determine future cash flows and the discount rate used when calculating value in use are subject to uncertainty. The assumptions applied are as follows:

Growth rate

Average rates of growth in operating revenue are based on management's expectations of future conditions in the markets in which the business operates. The assumed long-term growth rate beyond the budgets and strategic plans approved by the Board cannot be higher than the long-term rate of growth in the economy where the business operates.

EBITA margin

EBITA margins are based on the volume/margins achieved historically, adjusted for expected future developments in market conditions. Programs to improve efficiency that are approved and committed are taken into account in determining the expected future EBITA margins.

Investment (CAPEX)

Calculations of value in use assume a normalised relationship between investment and operating revenue. It is assumed that the operational investments and investments in software developed in-house that are necessary to achieve the expected growth in revenue will be carried out. The cash generating unit Financial Services is more capital intensive than the other cash generating units, and accordingly CAPEX for this unit is forecast at a higher percentage of revenue.

Discount rate

Future cash flows are discounted to present value using a discount rate based on a calculation of a weighted average cost of capital (WACC). For 2017, after-tax WACC was assumed to be 7 per cent. This is based on a risk-free interest rate of 1.58 per cent, a gearing ratio of 27 per cent, an equity market premium of 5 per cent and equity beta of 1.0. The same WACC is applied for all cash generating units since differences in future uncertainty are reflected in the expected cash flows that form the basis for the calculation of future value in use. The observed level of risk expressed in terms of equity beta is also considered to be close to 1 for all segments in which the Group operates, indicating that the same WACC should apply to all cash generating units.

NOTE 14

PROPERTY, PLANT AND EQUIPMENT

(NOK million)	Improvements to leased premises ¹⁾	Machinery/ fixtures ¹⁾	Vehicles	IT equipment	Total
Acquisition cost at 1 January 2016	196.1	668.4	2.5	1 178.6	2 045.7
Reclassifications	6.7	-6.7	-	-	-
Additions	1.3	47.0	0.3	78.4	126.9
Additions through acquisitions	-	4.8	-	0.3	5.1
Disposals	-60.1	-137.1	-1.0	-276.7	-474.9
Translation differences	-0.1	-14.3	-0.2	-26.3	-40.9
Acquisition cost at 31 December 2016	143.9	562.1	1.7	954.3	1 661.9
Reclassifications	24.9	-21.3	0.1	-3.7	-
Additions	14.2	75.6	0.2	44.3	134.3
Disposals	-0.4	-97.8	-0.1	-295.4	-393.7
Translation differences	1.5	6.3	-	7.5	15.3
Acquisition cost at 31 December 2017	184.1	524.9	1.9	707.0	1 417.9
Accumulated depreciation/write-down at 1 January 2016	155.0	448.3	1.1	918.1	1 522.5
Depreciations	8.1	64.4	0.3	116.0	188.8
Write-downs	-	0.8	-	-	0.8
Additions through acquisitions	-	-	-	3.4	3.4
Disposals	-57.8	-131.4	-0.5	-254.5	-444.3
Translation differences	-0.1	-11.4	-0.1	-23.4	-35.0
Accumulated depreciation/write-down at 31 December 2016	105.2	370.7	0.7	759.6	1 236.2
Reclassifications	22.7	-24.5	0.2	1.6	-
Depreciations	8.6	63.1	0.2	91.2	163.1
Write-downs	-	-	-	26.1	26.1
Disposals	-0.4	-96.0	-0.1	-295.7	-392.1
Translation differences	1.0	4.6	-	3.0	8.6
Accumulated depreciation/write-down at 31 December 2017	137.1	317.9	1.1	585.8	1 041.9
Depreciation rates ²⁾	10-20 %	15-30 %	20 %	20-33 %	
Depreciation method	Linear	Linear	Linear	Linear	
Book value					
At 31 December 2017	47.0	207.0	0.9	121.1	376.0
At 31 December 2016	38.7	191.4	0.9	194.7	425.7

1) Fixtures and fittings in leased premises are depreciated over the residual period of the lease if this is shorter than the normal depreciation period.

2) Depreciation rates stated are valid for both 2017 and 2016.

Shares in subsidiaries owned by parent company

Company	Registered office	Ownership share	Voting share
EVERY Norge AS	Bærum, Norway	100 %	100 %
EVERY Sweden Holding AB	Stockholm, Sweden	100 %	100 %
EVERY Card Services AS	Mo i Rana, Norway	100 %	100 %
EVERY Danmark A/S	Viborg, Denmark	100 %	100 %
EVERY Økonomitjenester AS	Trondheim, Norway	100 %	100 %
Fellesdata AS	Bærum, Norway	100 %	100 %

In addition to subsidiaries owned by the parent company, the following material companies are consolidated in the Group accounts:

Company	Registered office	Ownership share	Voting share
EVERY AB	Stockholm, Sweden	100 %	100 %
EVERY Card Services AB	Stockholm, Sweden	100 %	100 %
Infopulse Ukraine LLC	Kiev, Ukraine	100 %	100 %
EVERY India Private Limited	Bangalore, India	100 %	100 %
Span Systems Corporation Inc	New Jersey, USA	100 %	100 %
Eye-share AS	Stavanger, Norway	100 %	100 %
BEKK Consulting AS	Oslo, Norway	100 %	100 %
EVERY Sweden AB	Jönköping, Sweden	100 %	100 %
EVERY Financing AS	Bærum, Norway	90.1 %	90.1 %

The subsidiary EVERY Financial Service UK Limited (register number 05042894) has for 2017 used an exemption in the Companies Act (section 479A) relating to audit of the accounts. The company's financial statements for 2017 have thereby not been audited.

Interests in joint ventures:

The Group has a 50 per cent share in the joint venture Buypass AS. The other 50 per cent share is held by Norsk Tipping AS. The investment is recognised in the consolidated accounts in accordance with the equity method.

Company	Country	Ownership share	Book value (NOK million)
Buypass AS	Norway	50 %	62.7

(NOK million)	Buypass AS
Book value at 1 January 2017	58.4
The Group's share of this years profit/-loss	17.4
Dividend	-13.0
Book value at 31 December 2017	62.7

Summarised financial information - Buypass AS (NOK million):

Company	Assets	Liabilities	Equity	Operating revenue	Profit for the year
Buypass AS	251.6	118.9	132.7	222.6	33.6

NOTE 16

ACCOUNTS RECEIVABLE

Accounts receivable are recognised at their nominal value less a provision for losses.

(NOK million)	31.12.2017	31.12.2016
Gross outstanding	1 671.0	1 491.7
Provision for losses on receivables	-7.6	-14.0
Net accounts receivable	1 663.3	1 477.6
Loss on receivables to profit and loss	4.1	1.6

Age distribution accounts receivable

	Not overdue	Less than 30 days overdue	30 - 60 days overdue	61 - 90 days overdue	91 - 180 days	More than 180 days overdue
31 December 2017	74 %	18 %	2 %	1 %	2 %	4 %
31 December 2016	78 %	14 %	3 %	1 %	2 %	2 %

NOTE 17

OTHER RECEIVABLES

Other non-current receivables

(NOK million)	31.12.2017	31.12.2016
Implementation projects	39.5	19.7
Other non-current receivables	236.9	34.4
Total other non-current receivables	276.4	54.1

Other current receivables

(NOK million)	31.12.2017	31.12.2016
Deferred income	261.6	163.5
Implementation projects	34.7	65.9
Prepaid expenses	471.3	354.7
Advance income tax	145.4	77.2
Other current receivables	115.2	109.8
Total other current receivables	1 028.1	771.1

The increase in other non-current receivables and prepaid expenses is mainly related to the extension of the partner agreement with IBM.

Implementation projects related to customer contracts which constitute an integral part of subsequent operations deliveries are capitalised on the balance sheet and allocated over the lifetime of the operations contract in question. Implementation projects are reported net in the statement of financial position. The proportion expected to be allocated over the following 12 months is classified as current, while the remaining amount is classified as long-term in the statement of financial position.

NOTE 18

BANK DEPOSITS/GUARANTEE LIABILITIES

EVRY has established a group bank account system whereby EVRY ASA operates the group account, while other group companies are sub-account holders. The bank nets all balances and withdrawals to create a net position that represents the credit or debit balance between DNB Bank ASA and EVRY ASA.

The Group has issued a guarantee in respect of tax deductions from salaries due to the tax authorities. The guarantee amount was NOK 200 million at 31 December 2017. Other bank guarantees amounted to NOK 157 million at 31 December 2017, including a guarantee of NOK 115 million in favour of Norsk Tillitsmann Pensjon AS as collateral for employees' accrued compensation rights arising from the transition from defined benefit to defined contribution pension arrangements.

EVRY ASA had issued parent company guarantees on behalf of its subsidiary companies amounting to NOK 692 million as of 31 December 2017.

The Group had no restricted deposits at 31 December 2017.

NOTE 19

SHARE CAPITAL, SHAREHOLDERS ETC.

The share capital of EVRY ASA consists of:

	Number	Par value (NOK)	Book value (NOK)
Ordinary shares 1 January 2017	267 338 981	1.75	467 843 217
Share issue on 22 June in connection with the initial public offering	103 225 806	1.75	180 645 161
Share issue on 29 June in connection with the bonus payment to the Chief Financial Officer	241 290	1.75	422 258
Ordinary shares 31 December 2017	370 806 077	1.75	648 910 635

The company has only one class of shares. All shares in the company have equal voting rights and equal rights to dividends.

In accordance with the company's Articles of Association, the number of shares is the same as the number of ordinary shares issued and fully paid-up.

Transaction costs of NOK 56 million related to the stock listing in June 2017 have been recorded net against equity. A stabilisation gain of NOK 15.2 million has also been recorded against equity.

The company had 1 592 shareholders at the end of 2017 and 90.2 percent of the shares were held by foreign shareholders.

The largest shareholders at 31 December 2017 were as follows:

Shareholder	Interest
Morgan Stanley & Co. Int. PLC ¹⁾	54.3 %
Polygon (PE) Holdings Ltd	5.2 %
Folketrygdfondet ²⁾	5.0 %
The Bank of New York Mellon SA/NV	2.7 %
State Street Bank and Trust Comp	2.3 %
Northern Trust Global Services Ltd	1.3 %
State Street Bank and Trust Comp	1.3 %
Invesco Funds Series 4	1.3 %
Danske Bank A/S	1.1 %
Credit Suisse Securities (USA) LLC	1.1 %
State Street Bank and Trust Comp	1.1 %
Arctic Funds PLC	0.8 %
Skandinaviska Enskilda Banken	0.8 %
Arctic Funds PLC	0.7 %
Credit Suisse Securities (Europe)	0.7 %
Merrill Lynch International	0.7 %
Tredje Ap-Fonden	0.7 %
UBS AG	0.7 %
Morgan Stanley & Co. Int. PLC	0.7 %
State Street Bank and Trust Comp	0.7 %
Total 20 largest shareholders	83.0 %
Other shareholders	17.0 %
Total	100.0 %

1) Lyngen Holdco S.A.R.L controlled 54.3% of the shares in EVRY ASA as of 31 December 2017, held through a custody account with Morgan Stanley & Co. Int. PLC. Lyngen Holdco S.A.R.L is indirectly controlled by private equity funds advised by Apax Partners LLP.

2) The Government Pension Fund Norway.

NOTE 20

OTHER CURRENT LIABILITIES

(NOK million)	31.12.2017	31.12.2016
Accrued expenses	842.7	776.3
Pre-invoiced to customers	212.1	228.3
Provisions (note 21)	146.1	169.9
Current liabilities financial lease	3.1	3.1
Other current liabilities	18.9	23.9
Total other current liabilities	1 222.9	1 201.5

(NOK million)	Onerous contracts	Restructuring	Premises	Other provisions	Total
Book value 1 January 2016	19.8	399.5	100.5	12.0	531.8
Provisions made in the year	-	77.7	-	3.7	81.4
Provisions applied in the year	-6.0	-337.4	-43.7	-5.8	-392.9
Translation differences	-	-13.0	-	-0.6	-13.6
Book value at 31 December 2016	13.8	126.7	56.8	9.3	206.6
Provisions made in the year	-	112.1	30.3	0.2	142.6
Additions through acquisitions	-	-	-	-	-
Provisions applied in the year	-13.3	-153.5	-28.7	-5.2	-200.7
Translation differences	-	1.9	-	-	2.0
Book value at 31 December 2017	0.5	87.2	58.4	4.3	150.4
Current at 31 December 2017	0.5	87.2	58.4	-	146.1
Current at 31 December 2016	13.8	126.7	29.4	-	169.9
Non-current at 31 December 2017	-	-	-	4.3	4.3
Non-current at 31 December 2016	-	-	27.4	9.3	36.7

Restructuring

Provisions for restructuring in 2017 are mainly related to severance pay to employees in connection with implementation of the extension of the IBM contract in February 2017.

Premises

Provision is made for premises leases where the premises are not used or are sub-let at a loss.

Group as lessee – financial leasing

The Group has entered into a financial agreement regarding lease of data center at Gjøvik. The lease expires at 23 September 2023. The Group has an option to acquire the building of NOK 1 after the expire of the lease period.

Assets leased under financial leasing contracts are as follows:

(NOK million)	31.12.2017	31.12.2016
Premises (data center)	21.2	23.7
Net book value	21.2	23.7

Future minimum financial lease payments:

(NOK million)	2017	2016
Up to 1 year	3.6	3.8
1 to 5 years	13.5	14.2
After 5 years	3.2	6.5
Total future minimum lease payments	20.3	24.5
Interest	-1.4	-2.5
Present value of future minimum lease payments	18.9	22.0
Of which:		
- current liabilities	3.1	3.1
- non current liabilities	15.7	18.9

These leasing contracts do not impose any restrictions on the company's dividend policy or financing arrangements.

Group as lessee – operational leasing

The Group has entered into a number of operational leasing contracts for software, IT equipment, premises and network capacity. The majority of these leasing contracts include options to extend. There are no restrictions to the Group's dividend or financing opportunities related to these leasing contracts.

Leasing costs are made up as follows:

(NOK million)	2017	2016
Premises	457.0	429.3
Software	441.0	412.3
IT equipment, vehicles and other	161.4	218.5
Network capacity	207.8	244.9
Total leasing costs	1 267.2	1 305.0

The minimum future operational lease payments in respect of contracts with no cancellation option fall due as follows:

(NOK million)	31.12.2017	31.12.2016
Up to 1 year	700.2	809.9
1 to 5 years	1 363.3	1 691.8
After 5 years	1 018.2	1 321.1
Total future minimum lease payments	3 081.8	3 822.8

Significant lease agreements

Premises lease - Fornebu, Bærum

The lease expires in 2023 and the rent is adjusted annually in line with CPI. Rental payments are based on total m². The tenant is responsible for maintaining the interior of the premises at the original standard. Total area of premises is 27 000 m².

Premises lease - Solna, Stockholm

The lease expires in 2027 and the rent is adjusted annually in line with CPI. Rental payments are based on total m². The tenant is responsible for maintaining the interior of the premises at the original standard. Total area of premises is 9 500 m².

Premises lease - Skøyen, Oslo

The lease expires in 2019 and the rent is adjusted annually in line with CPI. Rental payments are based on total m². The tenant is responsible for maintaining the interior of the premises at the original standard. Total area of premises is 41 000 m², whereas 21 000 m² is subleased.

Premises lease - Sluppen, Trondheim

The lease expires in 2023 and the rent is adjusted annually in line with CPI. Rental payments are based on total m². The tenant is responsible for maintaining the interior of the premises at the original standard. Total area of premises is 6 000 m².

Premises lease - Maskinveien, Stavanger

The lease expires in 2020 and the rent is adjusted annually in line with CPI. Rental payments are based on total m². The tenant is responsible for maintaining the interior of the premises at the original standard. Total area of premises is 5 900 m².

Premises lease - Fyllingsdalen, Bergen

The lease expires in 2026 and the rent is adjusted annually in line with CPI. Rental payments are based on total m². The tenant is responsible for maintaining the interior of the premises at the original standard. Total area of premises is 5 300 m².

Premises Data center - Fet

The lease expires in 2035 and the rent is adjusted annually in line with CPI. Rental payments are based on total m². The tenant is responsible for maintaining the interior of the premises at the original standard. Total area of premises is 4 200 m².

NOTE 23

RELATED PARTIES

Lyngen Holdco S.A.R.L controlled 54.3 percent of the shares in EVERY ASA as of 31 December 2017, held through a custody account with Morgan Stanley & Co. Int. PLC. Lyngen Holdco S.A.R.L is indirectly controlled by private equity funds advised by Apax Partners LLP. The Group has not had any significant transactions with Lyngen Holdco in the ownership period.

EVERY owns 50 per cent of the shares in Buypass AS. The transactions between the parties include operating services related to payment transmission.

For information about remuneration to executive management and the board of directors, see note 6.

NOTE 24

DISPUTES AND OTHER LEGAL MATTERS

EVERY is from time to time involved in a number of disputes/legal proceedings in connection with deliveries of products and the interpretation of contracts. While the outcome of these matters is uncertain, management is of the opinion that, on the basis of the information currently available, these matters will be resolved without causing any material impairment to the Group's financial position, and no material provisions have therefore been made related to these cases as of 31 December 2017.

NOTE 25

EVENTS AFTER BALANCE SHEET DATE

There have been no events after 31 December that have a material effect on the financial statement for 2017.

EVRY ASA
 STATEMENT OF COMPREHENSIVE INCOME
 1 January - 31 December

(NOK million)	Note	2017	2016
Operating revenue		-	-
Salaries and personnel costs	2	13.2	2.0
Other operating costs	4	100.5	17.0
Operating profit/-loss		-113.7	-19.0
Income from investment in subsidiaries	3	201.9	172.9
Other financial income	5	248.6	281.4
Financial expense	5	722.7	582.5
Net financial items		-272.3	-128.2
Profit/-loss before tax		-385.9	-147.2
Taxes	6	-86.3	-34.9
Profit/-loss for the year		-299.6	-112.3
Other comprehensive income			
<i>Items which may be reclassified over profit and loss in subsequent periods (after tax)</i>			
Cash flow hedges		99.4	-186.7
Total other comprehensive income		99.4	-186.7
Total comprehensive income for the year		-200.3	-299.1

EVRY ASA
STATEMENT OF FINANCIAL POSITION
As of 31 December

(NOK million)	Note	31.12.2017	31.12.2016
Non-current assets			
Deferred tax asset	6	145.8	79.2
Total intangible assets		145.8	79.2
Shares in subsidiaries	8	5 965.7	5 965.7
Other financial assets		0.4	0.4
Non-current interest bearing receivables	9	2 073.6	1 390.5
Total financial non-current assets		8 039.7	7 356.7
Total non-current assets		8 185.4	7 435.9
Current assets			
Current receivables	9	258.4	177.3
Bank deposits	7	-	-
Total current assets		258.4	177.3
Total assets		8 443.9	7 613.1
Equity			
Share capital	10	648.9	467.8
Paid-in other equity		3 348.9	550.1
Total equity		3 997.7	1 017.9
Liabilities			
Non-current interest bearing liabilities	11	3 487.2	5 158.8
Non-current non-interest bearing liabilities		3.0	135.5
Total non-current liabilities		3 490.3	5 294.3
Accounts payable		3.1	5.8
Deductions and duties payable		1.2	-0.2
Bank overdraft		902.3	1 217.7
Other current liabilities	9	49.3	77.6
Total current liabilities		955.8	1 300.9
Total liabilities		4 446.1	6 595.2
Total liabilities and equity		8 443.9	7 613.1

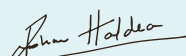
STOCKHOLM, 21 MARCH 2018, BOARD OF DIRECTORS OF EVRY ASA



Göran Lindahl
CHAIRMAN OF THE BOARD



Salim Nathoo




Rohan Haldea



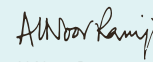
Malin Persson



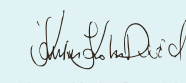
Louise Sondergaard



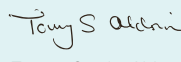
Leif Teksum




Al-Noor Ramji



Kristin Krohn Devold



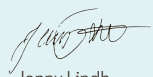
Tommy Sander Aldrin




Sigve Sandvik Lærdaal



Bente Lennertzen



Jenny Lindh



Björn Ivroth
CEO

EVRY ASA
 STATEMENT OF CASH FLOW
 1 January - 31 December

(NOK million)	2017	2016
Cash from/to operations:		
Profit/-loss before tax	-385.9	-147.2
Share of profit/-loss in subsidiaries	-201.9	-172.9
Interest income/-expenses	474.2	301.1
Paid interests	-450.2	-277.3
Change in accounts payable	-2.7	-3.4
Change in other accruals	34.1	-44.2
Net cash flow from operations	-532.5	-343.8
Cash from/to investments:		
Investment in group companies	-	-
Net cash flow from investments	-	-
Cash from/to financing:		
Draw down of new debt	2 011.9	2 720.2
Repayment of debt	-4 446.6	-958.7
Dividends paid	-	-1 906.1
Proceeds from equity issued	3 166.7	-
Group contribution received	172.9	137.2
Net cash flow from financing	904.9	-7.4
Changes in foreign exchange rates	-56.9	26.2
Net change in cash flow	315.5	-325.0
Bank overdraft at 1.1.	-1 217.7	-892.7
Bank overdraft at 31.12	-902.3	-1 217.7

EVRY ASA
 STATEMENT OF CHANGES IN EQUITY
 1 January - 31 December

(NOK million)	Share capital	Paid-in other equity	Other equity	Total equity
Equity at 1 January 2016	467.8	2 755.3	-	3 223.1
Dividend	-	-	-1 906.1	-1 906.1
Other comprehensive income	-	-	-186.7	-186.7
Profit/-loss for the year 2016	-	-	-112.3	-112.3
Allocation of equity	-	-2 205.2	2 205.2	-
Equity at 31 December 2016	467.8	550.1	-	1 017.9
Other comprehensive income	-	-	99.4	99.4
Profit/-loss for the year 2017	-	-	-299.6	-299.6
Issue of share capital	181.1	2 999.0	-	3 180.1
Allocation of equity	-	-200.3	200.3	-
Equity at 31 December 2017	648.9	3 348.9	-	3 997.7

NOTE 1 ACCOUNTING PRINCIPLES

The accounts of EVRY ASA are prepared in accordance with the section 3-9 in the Norwegian Accounting Act and regulation on application of simplified IFRS (2014) as prescribed by the Ministry of Finance 3 November 2014. This means that the accounting principles follow the international accounting standards (IFRS) and presentation and the disclosures are in accordance with the Norwegian Accounting Act and generally accepted accounting principles.

The financial statements are prepared using the historical cost principles, with the exception of the following items:

- Financial instruments at fair value through profit or loss and financial instruments available for sale are recognised at fair value

Shares in subsidiaries are recognised in the company's accounts in accordance with the cost method. Dividends and other profit distributions accrued for in these companies are recognised as financial income in the period to the extent that they result from profits earned during the period of ownership.

For information about accounting principles, see note 1 - Group.

NOTE 2 SALARIES AND PERSONNEL COSTS

(NOK million)	2017	2016
Remuneration to Board of Directors	11.9	2.0
Social security tax	1.3	-
Total salaries and personnel costs	13.2	2.0

The company did not have any employees in 2017 nor in 2016 and the salaries and personnel costs all relate to board fees.

See note 6 - Group regarding remuneration to executive management and Board of Directors.

NOTE 3 INCOME FROM INVESTMENT IN SUBSIDIARIES

Income from investment in subsidiaries in both 2017 and 2016 relates to received group contribution and dividends from equity accumulated during the period of ownership by the parent company.

NOTE 4

OTHER OPERATING COSTS

Other operating costs comprise:

(NOK million)	2017	2016
Consultant costs	98.5	17.0
Other operating costs	2.0	-
Total other operating costs	100.5	17.0

Auditor's remuneration

The following table shows remuneration to the Group's auditor, Ernst & Young AS, in respect of audit services delivered, including the amounts invoiced in respect of audit related and tax related services. The amounts shown are exclusive of value added tax.

(NOK million)	2017	2016
Audit fee	1.767	1.175
Other fees	9.002	2.412
Fees for other assurance services	13.405	4.628
Fees for tax services	1.721	0.659
Total auditor's remuneration	25,895	8.874

Assurance services include attestation services related to ISAE3402 and SAS70. These expenses are mainly reinvoiced by the company.

NOTE 5

FINANCIAL ITEMS

(NOK million)	2017	2016
Intra-group interest income	80.2	74.2
External interest income	14.3	12.7
Currency gains	154.0	194.5
Total other financial income	248.6	281.4
Intra-group interest expense	4.5	8.9
External interest expenses	253.3	330.9
Currency losses	154.8	176.6
Other	310.2	66.2
Total other financial expenses	722.7	582.5

NOTE 6

TAXES

Deferred tax/tax asset is calculated on the basis of the differences which exists at year-end between accounting and taxation values.

Deferred tax/tax asset arises in respect of the following differences as of 31 December:

(NOK million)	31.12.2017	31.12.2016
Provisions	-	0.1
Financial instruments	-3.0	-135.6
Non-current receivables / loans	52.8	21.3
Losses carried forward	-683.7	-215.8
Gross timing differences	-633.9	-330.0
Deferred tax/-deferred tax asset	-145.8	-79.2
Calculation of tax base for the year		
Profit before tax	-385.9	-147.2
Share issue related costs	-56.0	-
Change in timing differences to profit and loss	-31.5	4.8
Losses carried forward	473.4	142.4
Basis for tax payable	-	-
Changes in deferred tax		
Change in deferred tax to profit and loss	-86.3	-34.9
Tax on equity transactions	17.0	-60.4
Change in deferred tax	-69.3	-95.3
Tax cost for the year comprises		
Tax payable	-	-
Change in deferred tax	-86.3	-34.9
Total tax cost	-86.3	-34.9
Effect of permanent differences		
24 % of profit/-loss before tax (25 % in 2016)	-92.6	-36.8
Tax rate change	6.3	1.9
Tax for the year	-86.3	-34.9

NOTE 7

GUARANTEE LIABILITIES/GROUP CASH MANAGEMENT ACCOUNT ARRANGEMENT

EVRY ASA has issued a guarantee of NOK 300 million for borrowings by subsidiaries as part of the group cash management account arrangement. In addition, the company has issued parent company guarantees on behalf of its subsidiaries amounting to NOK 692 million.

See note 18 - Group for information about the group bank system.

NOTE 8

SHARES IN SUBSIDIARIES

Shares in subsidiaries are recognised in accordance with the cost method.

	Registered office	Share	Voting	Book value (NOK million)
EVERY Norge AS	Bærum, Norway	100 %	100 %	5 607.8
EVERY Sweden Holding AB	Stockholm, Sweden	100 %	100 %	111.5
EVERY Card Services AS	Mo i Rana, Norway	100 %	100 %	245.3
EVERY Danmark A/S	Viborg, Denmark	100 %	100 %	-
EVERY Økonomitjenester AS	Trondheim, Norway	100 %	100 %	1.1
Fellesdata AS	Bærum, Norway	100 %	100 %	-
Total				5 965.7

NOTE 9

INTRA-GROUP ACCOUNTS RECEIVABLES AND LIABILITIES

(NOK million)	2017	2016
Receivables		
Non-current interest-bearing receivables	2 073.6	1 390.5
Group contribution	201.9	172.9
Accrued interest income	53.9	-
Total receivables	2 329.4	1 563.4
Liabilities		
Other current non-interest-bearing liabilities	8.9	-
Total liabilities	8.9	-

Non-current interest-bearing receivables are due in 2019.

NOTE 10

SHARE CAPITAL, SHAREHOLDERS ETC.

See note 19 - Group for information about share capital, shareholders etc.

NOTE 11 FINANCIAL INSTRUMENTS

(NOK million)	31.12.2017	31.12.2016
Liabilities to credit institutions	3 532.9	5 351.4
Capitalised arrangement fees	-45.6	-192.6
Total non-current interest bearing liabilities	3 487.2	5 158.8

See note 5 - Group for information about financial instruments.

NOTE 12 RELATED PARTIES

There have been no significant transactions with the shareholders in 2016 or 2017.

For information about remuneration to executive management and board of directors, see note 6 - Group.

See note 23 - Group on related parties for further information.

Responsibility statement

We hereby confirm that, to the best of our knowledge, that the consolidated financial statements for the year ended 31 December 2017 have been prepared in accordance with IFRS as adopted by the EU, and that the financial statements for the parent company for the year ended 31 December 2017 have been prepared in accordance with the Norwegian Accounting Act and simplified IFRS in Norway. We confirm that they give a true and fair view of the assets, liabilities, financial position and results of the company and the Group taken as a whole, and that the Board of Directors' report gives a true and fair view of the development, performance and financial position of the company and the Group, and includes a description of the principle risks and uncertainties that they face.

STOCKHOLM, 21 MARCH 2018, THE BOARD OF DIRECTORS OF EVRY ASA



Göran Lindahl
CHAIRMAN
OF THE BOARD



Salim Nathoo



Rohan Haldea



Malin Persson



Louise Sondetgaard



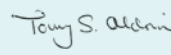
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Bente Lennertzen



Jenny Lindh



Björn Ivroth
CEO



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INDEPENDENT AUDITOR'S REPORT

To the Annual Shareholders' Meeting of EVRY ASA

Report on the audit of the financial statements

Opinion

We have audited the financial statements of EVRY ASA comprising the financial statements of the parent company and the Group. The financial statements of the parent company comprise the statement of financial position as at 31 December 2017, the statement of comprehensive income, statements of cash flows and changes in equity for the year then ended and notes to the financial statements, including a summary of significant accounting policies. The consolidated financial statements comprise the balance sheet as at 31 December 2017, the statement of comprehensive income, cash flows and changes in equity for the year then ended and notes to the financial statements, including a summary of significant accounting policies.

In our opinion,

- ▶ the financial statements are prepared in accordance with the law and regulations;
- ▶ the financial statements present fairly, in all material respects, the financial position of the parent company as at 31 December 2017, and of its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway;
- ▶ the consolidated financial statements present fairly, in all material respects the financial position of the Group as at 31 December 2017 and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the EU.

Basis for opinion

We conducted our audit in accordance with laws, regulations, and auditing standards and practices generally accepted in Norway, including International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Company and the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in Norway, and we have fulfilled our ethical responsibilities as required by law and regulations. We have also complied with our other ethical obligations in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for 2017. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the financial statements.



Recognition of revenue from licenses and operation and maintenance of IT-platforms

The Group's revenue for the year ended 31 December 2017 amounted to NOK 12 596,4 million, and includes both separable and bundled products and services. Application of revenue accounting principles, measurement and timing of recognition of revenue from sale of licenses and operation and maintenance of IT-platforms require careful consideration and judgement by management, and is thus considered a key audit matter.

We identified, assessed and tested the design and operating effectiveness of management's controls over revenue recognition. We assessed the Group's revenue recognition accounting policies for sale of licenses and operation and maintenance of IT-platforms and tested the application of the accounting principles for a sample of contracts. Furthermore, we analysed revenues per service line and tested a sample of sales transactions recognized close to year-end and a sample of credit notes issued after year-end. Our audit procedures included an assessment of allocation of fair value for bundled goods and services and measurement of revenue through test of sales transactions and related contracts and delivery notes, and assessment of provision for customer claims.

Reference is made to the Group's information on revenue recognition in note 1 section 2.3 Accounting principles and note 3 Segment information.

Recognition of deferred tax asset

The Group had NOK 588,2 million recognized as deferred tax assets as at 31 December 2017. The utilization of such deferred tax assets depends on future taxable income. Estimation of future taxable income is complex and requires significant judgement from management about the value, probability and timing of expected future cash flows. The estimation of future taxable income and the recognition of deferred tax assets were considered a key audit matter based on the significant judgment involved.

Our audit procedures included identification and assessment of management's processes and controls over preparation of forecasts and recognition of deferred tax assets. We tested the basis for recognition of deferred tax asset and compared the estimated future taxable income to board approved forecasts. Furthermore, we evaluated management's assumptions and judgements in preparing the estimated future cash flows including value, probability and timing of future cash flows and tested historical accuracy of prior year's forecasts.

Reference is made to the information on deferred tax assets in note 2 Use of estimates and note 11 Taxes.

Other information

Other information consists of the information included in the Company's annual report other than the financial statements and our auditor's report thereon. The Board of Directors and Chief Executive Officer (management) are responsible for the other information. Our opinion on the financial statements does not cover the other information, and we do not express any form of assurance conclusion thereon.

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

Independent auditor's report - EVRY ASA



based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway for the financial statements of the parent company and International Financial Reporting Standards as adopted by the EU for the financial statements of the Group, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with law, regulations and generally accepted auditing principles in Norway, including ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- ▶ identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control
- ▶ evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ▶ conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- ▶ evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- ▶ obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Independent auditor's report - EVRY ASA



We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

Opinion on the Board of Directors' report

Based on our audit of the financial statements as described above, it is our opinion that the information presented in the Board of Directors' report concerning the financial statements, the going concern assumption, and proposal for the allocation of the result is consistent with the financial statements and complies with the law and regulations.

Opinion on registration and documentation

Based on our audit of the financial statements as described above, and control procedures we have considered necessary in accordance with the International Standard on Assurance Engagements (ISAE) 3000, «Assurance Engagements Other than Audits or Reviews of Historical Financial Information», it is our opinion that management has fulfilled its duty to ensure that the Company's accounting information is properly recorded and documented as required by law and bookkeeping standards and practices accepted in Norway.

Oslo, 5 April 2018
ERNST & YOUNG AS

Asbjørn Ler
State Authorised Public Accountant (Norway)

(This translation from Norwegian has been made for information purposes only.)

Independent auditor's report - EVRY ASA





2012

EDB ErgoGroup
changes its name to EVERY

2015

Lyngen Bidco, a company
indirectly controlled by private
equity funds advised by Apax
Partners LLP, becomes
majority shareholder

2015

EVERY enters into
strategic IT infrastructure
partnership with IBM

2017

EVERY is listed on
Oslo Stock Exchange

2016

EVERY acquires
NetRelations

2013

EVERY acquires
TAG Systems Finland

2015

EVERY is delisted from
Oslo Stock Exchange

EVRY

