

## UNIT4: Strong growth in SaaS revenues

Slidrecht, 18<sup>th</sup> August 2011

### 1<sup>st</sup> Half Year 2011

- Total revenue increased by 13% to €225.9 million (H1 2010: €199.3 million)
- Pro forma, revenues (including H1 2010 Teta) grew organically by 5%
- Product (license) sales grew 22% to €36.3 million (H1 2010: €29.8 million)
- Recurring revenue (contracts & SaaS / subscriptions) increased by 12% to €109.1 million (H1 2010: €97.6 million)
- SaaS / subscription revenues grew 53% (H1 2010: 25%) from €12.4 million to €18.9 million
- Services revenues grew 12% to €80.5 million (H1 2010: €71.9 million)
- Strong performance from FinancialForce.com with enormous revenue growth and increased average deal size
- EBITDA rose by 7.3% to €38.0 million (H1 2010: €35.4 million)
- Before exceptional<sup>1</sup> items, EBITDA increased 9% to €45.0 million (H1 2010: €41.2 million)
- Net profit before goodwill increased by 49% to €20.7 million (H1 2010: €13.9 million)
- Gross margin and EBITDA margin slightly down due to a large third party deal in Poland
- UNIT4 acquires Corporate Performance Management supplier Exie AS (Norway)

amounts in €1 million, unless otherwise stated

	H1 '11	H1 '10	Δ%
<b>Revenue</b>	<b>225.9</b>	<b>199.3</b>	<b>13.3%</b>
Gross margin	202.9	183.2	10.8%
Gross margin%	89.8%	91.9%	-2.1 pts
Personnel costs	140.3	123.9	13.2%
Other operating expenses	24.6	23.9	2.9%
<b>EBITDA</b>	<b>38.0</b>	<b>35.4</b>	<b>7.3%</b>
Exceptional items	-7.0	-5.8	20.7%
<b>EBITDA before Exceptional items</b>	<b>45.0</b>	<b>41.2</b>	<b>9.2%</b>
EBITDA margin	16.8%	17.8%	-1.0 pts
EBITDA margin before Exceptional items	20.1%	20.7%	-0.6 pts

### Q2 2011

The first half year ended slightly above plan in terms of EBITDA on the back of a strong first quarter.

With large orders in Q2 2010 (Queensland Schools, Australia of €6 million and Save the Children in the UK of €1.6 million), the comparison base for Q2 2011 was challenging. In Q2 2011, the total revenue grew 11.1% to €113.8 million, with product revenue growth of 20.8%. EBITDA declined slightly from €20.0 million in Q2 2010 to €19.1 million in Q2 2011. The EBITDA excluding exceptionals (FinancialForce.com investment and reorganization costs) also declined slightly from €23.4 million to €22.2 million. A large order in Poland with a substantial third party hardware element affected both the gross margin (down from 90.9% in Q2 2010 to 88.5% in Q2 2011) and EBITDA margin.

<sup>1</sup> Exceptional items include restructuring costs (R&D) and the on-going investment in FinancialForce.com.

## Half year 2011

amounts in €1 million	H1 '11	H1 '10	Δ%
Products	36.3	29.8	21.8%
Services & others	80.5	71.9	12.0%
Contracts & subscriptions	109.1	97.6	11.8%
<b>Net revenues</b>	<b>225.9</b>	<b>199.3</b>	<b>13.3%</b>

The first half year 2011 ended ahead of plan especially with regards to the positive development of SaaS / subscription revenues (included in 'Contracts & subscriptions').

Total revenue grew 13.3% to €225.9 million (H1 2010: €199.3 million).

Despite the strong SaaS / subscription revenues – which puts pressure on product sales – product revenue still grew 21.8% to a total of €36.3 million (H1 2010: €29.8 million). Large deals were achieved in Norway (Oslo Commune >€2.5 million and a major construction company >€1.5 million), UK (Magnox >€2.5 million), the Netherlands (financial services >€1 million) and Poland.

As expected service revenue grew significantly, up 12% to €80.5 million (H1 2010: €71.9 million). The average number of in-house consultants worldwide also increased by 12%.

Also contract revenues grew significantly. Revenues from contracts (maintenance and subscriptions) rose by almost 12% to €109.1 million (H1 2010: €97.6 million). The share of contracts in total revenue declined to 48% (H1 2010: 49%) due to the full consolidation of Teta (acquired in July 2010).

The most positive outcome of the first half year was the development of SaaS / subscription revenues. An increasing number of customers are choosing the subscription model, with their software delivered as a service. In total the SaaS / subscription revenues (included in 'Contracts & subscriptions') grew 53% to €18.9 million (H1 2010: €12.4 million). The annual run rate went up from €26.5 million (June 2010) to €39.6 million as of June 2011, which reflects a growth of €13.1 million or approximately 50%. In particular FinancialForce.com performed very strongly.

### Operating margin

Excluding exceptional items, EBITDA increased by 9.2% to €45.0 million (H1 2010: €41.2 million). EBITDA margin declined from 20.7% in the first half year of 2010 to 20.1% in H1 2011. The main reason for the decline was a large order in Poland which included a third party hardware element with lower margins.

EBITDA (including exceptional costs) increased 7.3% to an amount of €38.0 million (H1 2010: €35.4 million). Personnel costs increased by 13.2% due to growth in personnel at FinancialForce.com and the acquisition of Teta, with the (average) number of employees up by 19% to 4,047 FTEs.

As announced in the outlook for 2011, reorganizations have taken place in several Research & Development locations (reference to the earlier announced strategic plan of movement R&D to Granada, Spain) as well within the operations in Germany and Spain. In the first half of 2011 €3.7 million was spent on reorganization costs (H1 2010: €1.2 million).

In the first half year of 2011 €7.0 million was spent on exceptional items including investments in FinancialForce.com.

<b>Exceptional items</b>	<b>H1 '11</b>	<b>H1 '10</b>
Restructuring costs	3.7	1.2
Branding costs (name change)	0.0	1.2
Transaction costs (IFRS3R)	0.0	0.9
FinancialForce.com investment	3.3	2.5
<b>Total</b>	<b>7.0</b>	<b>5.8</b>

## **Net profit**

amounts in € 1 million, unless otherwise stated

	<b>H1 '11</b>	<b>H1 '10</b>	<b>Δ%</b>
<b>EBITDA before Exceptional items</b>	<b>45.0</b>	<b>41.2</b>	<b>9.2%</b>
Exceptional items	7.0	5.8	20.7%
Depreciation on goodwill related items	14.8	10.2	45.1%
Depreciation on intangible fixed assets, property, plant and equipment	10.3	9.8	5.1%
Finance costs	1.7	4.5	-62.2%
<b>Profit before tax continuing operations</b>	<b>11.2</b>	<b>10.9</b>	<b>2.8%</b>
Income tax	1.8	2.9	-37.9%
Income tax %	16.1%	26.6%	-10.5 pts
<b>Profit after tax continuing operations</b>	<b>9.4</b>	<b>8.0</b>	<b>17.5%</b>
Discontinued operations	0.0	-1.5	pm
<b>Net profit</b>	<b>9.4</b>	<b>6.5</b>	<b>44.6%</b>
Net profit (before goodwill related items)	20.7	13.9	48.9%

## **Earnings per share (in €)**

EPS (basic)	0.32	0.23	39.1%
EPS (before goodwill)	0.71	0.50	42.0%

Net profit increased by 45% to €9.4 million and net profit before goodwill increased by 49% to €20.7 million. Earnings per share (before goodwill) grew by 42% to €0.71.

The depreciation on goodwill related items primarily increased due to the acquisition of Teta.

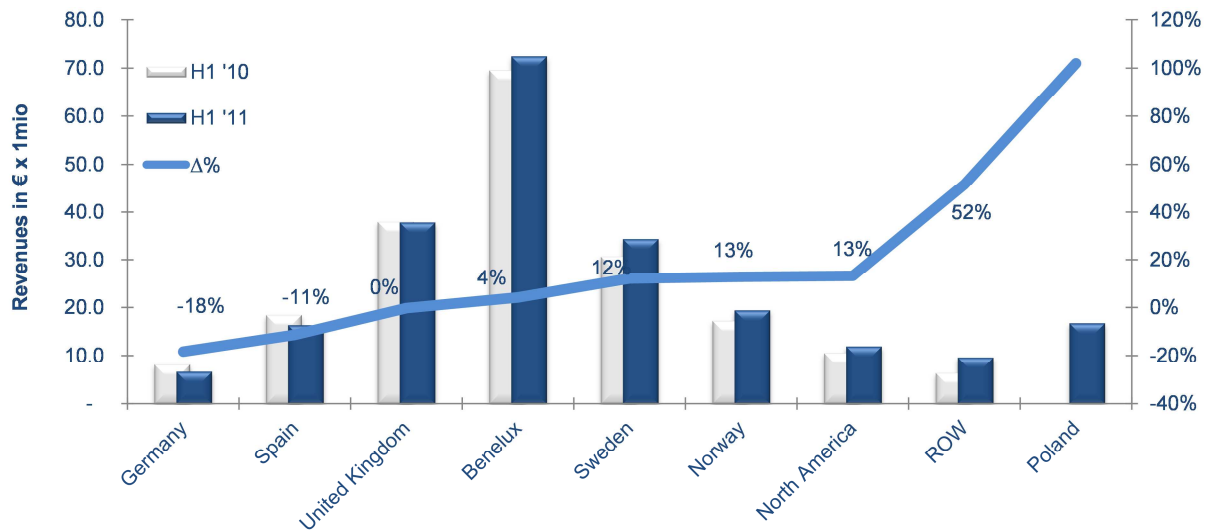
Income tax was lower in the first half year of 2011, partly due to lower deferred tax liabilities in the UK as a result of a change in the UK nominal tax rates. The finance costs were also lower due to revaluation of an interest hedge.

## **Liquidity position and cash flow**

Operating cash flow declined by 12% to €48.6 million (H1 2010: €55.2 million) due to increased tax payments. The working capital development (+€22.6 million) was still very positive, although slightly lower than in the first half year of 2010 (+€27.0 million).

The cash position by the end of June 2011 was €6.1 million and the net debt position was €109.7 million. The cash position in the first half year of 2010 was positively influenced by the funds raised in a share issue (>€50 million), which was spent in H2 2010 on the acquisition of Teta (EV: €52 million).

**International growth**



Positive revenue growth in a number of countries exceeded market levels, namely Singapore (+85%), included in ROW, Sweden (+12%), Norway (+13%), North America (+13%) and Poland (pro forma >40%). The Benelux (+4%) and United Kingdom (0%) stabilized in the first half year of 2011. In the United Kingdom revenue growth was flat primarily due to securing a number of large contracts in the first half of 2010, yielding a challenging comparison base.

The economic climate in Spain is still very poor and due to the fact that reorganization actions were taken in 2010 and 2011 the revenues declined by 11%. In Germany, a period of management reorganization resulted in a temporary revenue decline of 18%.

**FinancialForce.com**

FinancialForce.com saw considerable growth in the period. The monthly revenue run rate in June 2011 grew almost 300 % compared to June 2010. The acquisition of Appirio PS Enterprise (now FinancialForce PSA) at the end of 2010 has added significant value both in terms of revenue and the strategic direction of the company, contributing strongly to growth in new customers and the size of new deals.

A pleasing trend is the increasing number of customers taking both Accounting and Professional Services Automation (PSA) applications, driving larger average deal sizes. The largest deal secured in the first half year amounted to almost \$1 million contract value.

In addition FinancialForce.com expanded its product offerings with significant product releases of both Accounting and PSA. It also launched FinancialForce.com for Media, building on success in that vertical. US News & World Report was announced as an early customer win for this new product.

FinancialForce.com’s success and product innovation were recognized through a number of awards this year. These include a listing in the Red Herring Top 100 North America Tech Companies, Best Cloud Offering in the Euro Cloud UK Awards, winner of THINKstrategies’ Best of SaaS Showplace (BoSS) Awards programme and finalist in the prestigious 2011 CODiE awards.

## **Exie**

UNIT4 has entered into an agreement to acquire Exie AS, a Norwegian software company known for its visionary and change embracing 'people driven' performance management solutions.

The Exie solution will also be available integrated with Agresso Business World and Coda Financials. The deal, of total 50 million Norwegian Kroner (€6.4 million), primarily consists of the product and the R&D department. The deal is financed from UNIT4's own resources.

The technology behind Exie's unique 'people driven performance management' capabilities originated in Oslo University and the company was formed as a spin out. The highly advanced CPM (corporate performance management) capabilities are designed specifically for rapid and widespread adoption across organizations serving dynamic markets. It drives financial outcomes and accountability across the enterprise and thus effectively involves the entire organization in delivering strategy including budgeting, forecasting, analytics, CPM, financial and management reporting solutions.

Commenting on the acquisition Nigel Rayner, Research VP, Financial Management Applications, Gartner Group, said: "Exie has provided a valuable and powerful CPM tool set that has extended into a wide range of areas like sales performance management, strategy management, budgeting, forecasting and planning. By acquiring Exie, UNIT4 extends its solution reach through a performance management suite with a track record of delivering the most advanced CPM deployments in the world."

## **Outlook**

Although UNIT4 is ahead of plan, management is of the opinion that currently there are too many uncertainties about the economic climate to be able to raise the full year outlook.

The plan for 2011 indicated a total EBITDA range between €100 – €105 million, excluding the results of FinancialForce.com, exceptional and restructuring costs. Including these items the forecast range is €90 – €95 million.

Based upon the current estimates and pipeline, UNIT4 management maintains its previously communicated target for the full year of 2011<sup>1</sup>.

## **Risks and uncertainties**

The risks and uncertainties, including risk management, did not substantially change during the last reporting period and changes are not expected to occur in the next 6 months. Reference is made to a description of the risks and uncertainties in the section "Risks and risk management" included in the annual report 2010 (starting on page 53).

*This document contains certain future expectations about the financial state of affairs and results of the activities of UNIT4 as well as certain related plans and objectives. Such expectations for the future are naturally associated with risks and uncertainties because they relate to future events, and as such depend on certain circumstances that may not arise in future. Various factors can cause real results and developments to deviate considerably from explicitly or implicitly made statements about future expectations. Such factors may for instance be changes in expenditure by companies in important economies, statutory changes and changes in financial markets, in pension costs, in the salary levels of employees, in future exchange and interest rates, in future takeovers or divestitures and the pace of technological developments.*

---

<sup>1</sup> Based upon stable economic circumstances, constant currencies and excluding extraordinary items in H2.

*UNIT4 therefore cannot guarantee that the expectations will be realized. UNIT4 also refuses to accept any obligation to update statements made in this document.*

For further information, please contact:

UNIT4 N.V.

Chris Ouwinga CEO or Edwin van Leeuwen CFO

Phone: +31 (0)184 444444

Fax: +31 (0)184 444463

E-mail: [edwin.van.leeuwen@unit4.com](mailto:edwin.van.leeuwen@unit4.com)

**About UNIT4 [www.unit4.com](http://www.unit4.com)**

UNIT4 is a global business software and services company aimed at helping dynamic public sector, and commercial services organizations to embrace change simply, quickly and cost effectively in a market sector it calls 'Businesses Living IN Change' (BLINC)<sup>TM</sup>.

The Group incorporates a number of the world's leading change embracing software brands including Agresso Business World, our flagship ERP suite for mid-sized services intensive organizations and Coda, our best-of-class financial management software.

With operations in 17 European countries, as well as 7 countries across North America, Asia Pacific and Africa and sales activities in several other countries, its revenue was €421.7 million in 2010.

UNIT4 is headquartered in Sliedrecht, the Netherlands and has over 4,000 employees. It is listed on Euronext Amsterdam and is included in the Amsterdam Midcap Index (AMX). For more information on UNIT4 or any of its operating companies, please visit the website at [www.unit4.com](http://www.unit4.com), follow us on Twitter [@UNIT4\\_Group](https://twitter.com/UNIT4_Group) or join us on Facebook at [www.facebook.com/UNIT4BusinessSoftwareNV](https://www.facebook.com/UNIT4BusinessSoftwareNV).

## Unaudited interim condensed consolidated financial statements

30 June 2011

## 1. INTERIM CONSOLIDATED INCOME STATEMENT

For the 6-month period ended 30 June

(€ 000)	Notes	2011	2010
<u>Continuing operations</u>			
Products		36,277	29,813
Services and other		80,491	71,893
Contracts and subscriptions		109,131	97,543
<b>Revenue</b>		<b>225,899</b>	<b>199,249</b>
Cost of sales		22,966	16,090
<b>Gross profit</b>		<b>202,933</b>	<b>183,159</b>
Employee costs		140,292	123,796
Other operating expenses		24,672	23,915
<b>Operating result before depreciation and impairment (EBITDA)</b>		<b>37,969</b>	<b>35,448</b>
Depreciation of property, plant and equipment and amortization of intangible assets		25,024	20,044
<b>Operating result (EBIT)</b>		<b>12,945</b>	<b>15,404</b>
Finance costs		5,620	5,805
Finance income		3,823	1,266
Share of profit of an associate		54	83
<b>Profit before tax</b>		<b>11,202</b>	<b>10,948</b>
Income tax	6.9	1,797	2,904
<b>Profit for the period from continuing operations</b>		<b>9,405</b>	<b>8,044</b>
<b>Discontinued operations</b>			
Result for the period from discontinued operations	6.10	0	-1,445
<b>Profit for the period</b>		<b>9,405</b>	<b>6,599</b>
<i>Attributable to:</i>			
Shareholders of UNIT4		9,486	6,474
Non-controlling interests		-81	125
		<b>9,405</b>	<b>6,599</b>
<b>Earning per share in € (attributable to shareholders of UNIT4)</b>			
- Basic earnings per share		0.32	0.23
- Basic earnings per share attributable to continuing operations		0.32	0.29
- Diluted earnings per share		0.32	0.23
- Diluted earnings per share attributable to continuing operations		0.32	0.29

<b>Profit after tax before goodwill related items and impairments<sup>1</sup></b>	<b>20,735</b>	<b>13,854</b>
<b>Earning per share in € (attributable to shareholders of UNIT4)</b>		
- Basic earnings per share (before goodwill related items) <sup>1</sup>	0.71	0.50
- Diluted earnings per share (before goodwill related items) <sup>1</sup>	0.70	0.50

<sup>1</sup> including amortization of customer contracts, acquired software development costs and trademarks

## 2 INTERIM CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the 6-month period ended 30 June

(€ 000)	2011	2010
<b>Profit after tax</b>	<b>9,405</b>	<b>6,599</b>
Currency translation differences on translation of foreign operations <sup>1</sup>	-4,795	22,515
Currency translation differences on hedge of net investment <sup>1</sup>	-1,803	-3,996
<b>Other comprehensive income after taxes</b>	<b>-6,598</b>	<b>18,519</b>
<b>Total comprehensive income after taxes</b>	<b>2,807</b>	<b>25,118</b>
<i>Attributable to:</i>		
Shareholders of UNIT4	2,742	25,188
Non-controlling interests	65	-70
	<b>2,807</b>	<b>25,118</b>

<sup>1</sup> Income tax is not applicable for these items within the period

### 3 INTERIM CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2011

(€ 000)	Notes	30 June 2011	31 December 2010 (restated <sup>1</sup> )
<b>Assets</b>			
<b>Non-current assets</b>			
Intangible assets	6.13	346,831	363,284
Property, plant and equipment	6.14	35,203	35,456
Investment in associates and joint ventures		106	90
Other financial assets		2,951	2,269
Deferred tax asset		19,496	14,617
		<b>404,587</b>	<b>415,716</b>
<b>Current assets</b>			
Inventories		7,473	6,479
Trade and other receivables		109,447	107,944
Income tax asset		2,442	1,691
Other taxes		521	1,066
Cash and cash equivalents		25,196	36,007
		<b>145,079</b>	<b>153,187</b>
Assets held for sale	6.10	110	0
<b>Total assets</b>		<b>549,776</b>	<b>568,903</b>
<b>Equity and liabilities</b>			
<b>Equity</b>			
Issued capital	6.11	1,464	1,461
Share premium		311,206	310,313
Currency translation differences reserve		-27,395	-20,651
Accumulated deficit		-78,610	-75,404
<b>Equity attributable to UNIT4</b>		<b>206,665</b>	<b>215,719</b>
Non-controlling interests		9,874	11,252
<b>Total equity</b>		<b>216,539</b>	<b>226,971</b>
<b>Non-current liabilities</b>			
Interest-bearing loans and borrowings		92,833	106,473
Pension obligations		2,336	2,553
Deferred tax liability		35,861	39,535
Provisions		2,661	2,903
		<b>133,691</b>	<b>151,464</b>
<b>Current liabilities</b>			
Provisions		1,557	2,065
Trade and other payables		11,321	17,844
Interest-bearing loans and borrowings	6.15	42,073	57,847
Income tax payable		10,772	12,169
Other taxes		17,418	21,250
Other liabilities, accruals and deferred income		116,405	79,293
		<b>199,546</b>	<b>190,468</b>
Liabilities concerning assets held for sale	6.10	0	0
<b>Total equity and liabilities</b>		<b>549,776</b>	<b>568,903</b>

<sup>1</sup> Certain amounts here do not correspond to the Group's annual financial statements as at 31 December 2010 and reflect changes in the provisional assessment of the net assets and goodwill which were recognized as part of the acquisition of Teta Group (see Note 6.6.3).

#### 4. INTERIM CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the 6-month period ended 30 June 2011

(€ 000)	Attributable to shareholders of UNIT4						
	Issued capital	Share premium	Currency translation differences reserve	Accumulated deficit	Total	Non-controlling interests	Total equity
<b>1 January 2011</b>	<b>1,461</b>	<b>310,313</b>	<b>-20,651</b>	<b>-75,404</b>	<b>215,719</b>	<b>11,252</b>	<b>226,971</b>
Profit reporting period (after tax)	0	0	0	9,486	9,486	-81	9,405
Other comprehensive income (after tax)	0	0	-6,744	0	-6,744	146	-6,598
<b>Total comprehensive income after tax</b>	<b>0</b>	<b>0</b>	<b>-6,744</b>	<b>9,486</b>	<b>2,742</b>	<b>65</b>	<b>2,807</b>
Dividend	0	0	0	-7,319	-7,319	-313	-7,632
Acquisition of shares existing subsidiaries <sup>1</sup>	0	0	0	-5,544	-5,544	-1,130	-6,674
Exercise of options	3	893	0	0	896	0	896
Share-based payment <sup>2</sup>	0	0	0	171	171	0	171
<b>30 June 2011</b>	<b>1,464</b>	<b>311,206</b>	<b>-27,395</b>	<b>-78,610</b>	<b>206,665</b>	<b>9,874</b>	<b>216,539</b>

For the 6-month period ended 30 June 2010 (restated <sup>3</sup>)

(€ 000)	Attributable to shareholders of UNIT4						
	Issued capital	Share premium	Currency translation differences reserve	Accumulated deficit	Total	Non-controlling interests	Total equity
<b>1 January 2010</b>	<b>1,318</b>	<b>257,274</b>	<b>-33,774</b>	<b>-91,250</b>	<b>133,568</b>	<b>1,349</b>	<b>134,917</b>
Change in accounting policy <sup>3</sup>				-824	-824		-824
<b>1 January 2010 (restated)</b>	<b>1,318</b>	<b>257,274</b>	<b>-33,774</b>	<b>-92,074</b>	<b>132,744</b>	<b>1,349</b>	<b>134,093</b>
Profit reporting period (after tax)	0	0	0	6,474	6,474	125	6,599
Other comprehensive income (after tax)	0	0	18,714	0	18,714	-195	18,519
<b>Total comprehensive income after tax</b>	<b>0</b>	<b>0</b>	<b>18,714</b>	<b>6,474</b>	<b>25,188</b>	<b>-70</b>	<b>25,118</b>
Issue of share capital	129	50,826	0	0	50,955	0	50,955
Transaction costs <sup>4</sup>	0	-890	0	0	-890	0	-890
Dividend	0	0	0	-5,534	-5,534	0	-5,534
Exercise of options	8	2,225	0	0	2,233	0	2,233
Share-based payment <sup>2</sup>	0	0	0	171	171	0	171
<b>30 June 2010</b>	<b>1,455</b>	<b>309,435</b>	<b>-15,060</b>	<b>-90,963</b>	<b>204,867</b>	<b>1,279</b>	<b>206,146</b>

<sup>1</sup> The movement in equity regarding acquisition of shares existing subsidiaries mainly relates to acquisition of the remaining non-controlling shareholding in I-Signaal B.V. as described in Note 6.6.3.

<sup>2</sup> For equity settled share based payment transaction IFRS 2.7 requires to recognize an increase in equity but does not specify where in equity this should be recognized. The Group has chosen to recognize the credit in Accumulated deficit.

<sup>3</sup> Certain amounts here do not correspond to the interim condensed consolidated financial statements per 30 June 2010 and reflect adjustments as a result of the change in the accounting policy with regard to the recognition of actuarial gains and losses arising from defined benefit plans as described in Note 6.3.3.2 of the Group's annual financial statements as at 31 December 2010.

<sup>4</sup> IAS 32.35 requires transaction costs of an equity transaction to be accounted for as a deduction from equity, but does not specify where in equity this should be recognized. The Group has chosen to recognize the charge as a reduction of share premium.

## 5 INTERIM CONSOLIDATED STATEMENT OF CASH FLOWS

For the 6-month period ended 30 June

(€ 000)	2011	2010
<b>Cash Flows from operating activities</b>		
Operating result (EBIT) from continuing operations	12,945	15,404
Operating result (EBIT) from discontinued operations	0	-1,326
<b>Operating result (EBIT)</b>	<b>12,945</b>	<b>14,078</b>
<b>Adjustments for:</b>		
Depreciation and impairment	25,024	20,065
Share-based payments	171	171
Changes in provisions	-739	-2,013
Changes in operating capital	23,221	29,019
<b>Cash flows from operations</b>	<b>60,622</b>	<b>61,320</b>
Interest paid and received	-541	-712
Income tax paid	-11,509	-5,425
<b>Cash flows from operating activities</b>	<b>48,572</b>	<b>55,183</b>
<b>Cash flows from investing activities</b>		
Investments in intangible assets	-11,658	-9,015
Acquisition and divestments of subsidiaries, net of cash and cash acquired	0	-15,280
Investments in other financial assets	-685	0
Repayment of other financial assets	0	-520
Dividend from securities	38	0
Investments in property, plant and equipment	-3,233	-3,242
<b>Cash flows from investing activities</b>	<b>-15,538</b>	<b>-28,057</b>
<b>Cash flows from financing activities</b>		
Proceeds from issue of shares	896	52,298
Proceeds from non-controlling interest	319	0
Acquisition of non-controlling interest	-3,748	0
Payments of borrowings	-11,591	-11,500
Dividends paid	-7,632	-5,534
Interest paid	-2,640	-3,124
<b>Cash flows from financing activities</b>	<b>-24,396</b>	<b>35,264</b>
Net cash flows	8,638	62,390
Currency translation differences	-3,675	2,262
Cash and cash equivalents at 1 January	1,160	14,709
<b>Cash and cash equivalents at 30 June</b>	<b>6,123</b>	<b>79,361</b>
<b>Reconciliation with items on the statement of financial position:</b>		
Cash and cash equivalents	25,196	76,241
Included in Interest bearing loans and borrowings	-19,073	-4
<b>Cash and cash equivalents at 30 June</b>	<b>6,123</b>	<b>76,237</b>

## 6. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 6.1 Corporate information

The interim condensed consolidated financial statements of UNIT4 N.V. for the 6 months ended 30 June 2011 were authorized for issue in accordance with the resolution of the Board of directors and the Supervisory Board of 18 August 2011. UNIT4 N.V. is a listed company established and domiciled in the Netherlands whose shares are publicly traded at the NYSE Euronext Amsterdam. UNIT4 N.V. and its subsidiaries (jointly 'UNIT4' or 'Group') operate as international producer of business software. The head office is based in Sliedrecht, the Netherlands.

### 6.2 General accounting principles

#### ***Basis of preparation***

The interim condensed consolidated financial statements for the 6 months ended 30 June 2011 have been prepared in accordance with IAS 34 Interim Financial Reporting, as adopted within the European Union. The interim condensed consolidated financial statements are presented in euro (x 1,000) and are prepared based on historical costs taking into account that the derivatives are measured at fair value. The interim condensed consolidated financial statements for the 6 months ended 30 June 2011 do not include all the information and disclosures required in the annual financial statements, and should be read in conjunction with the Group's annual financial statements as at 31 December 2010.

#### **Significant accounting policies**

The accounting principles adopted in the preparation of the interim condensed consolidated financial statements are consistent with those followed in the preparation of the Group's annual financial statements for the year ended 31 December 2010, except for the adoption of new standards and interpretations as of 1 January 2011 noted below:

The Group has adopted the following new and amended IFRS and IFRIC interpretations as of 1 January 2011:

- IAS 24 Related Party Disclosures, effective 1 January 2011
- IAS 32 Financial Instruments: Presentation – Classification of Rights Issues, effective 1 February 2010
- IFRIC 14 – Prepayments of a Minimum Funding Requirement, effective 1 January 2011
- IFRIC 19 Extinguishing Financial Liabilities with Equity Instruments, effective 1 July 2010
- Improvements to IFRSs (Issued May 2010) , effective 1 January 2011

When the adoption of the standard or interpretation is deemed to have an impact on the financial statements or the performance of the Group, its impact is described below:

#### IAS 24 Related Party Disclosures

The amendment clarifies the definition of a related party. The new definitions emphasize a symmetrical view of related party relationships as well as clarifying in which circumstances persons and key management personnel affect related party relationships of an entity. Secondly, the amendment introduces an exemption from the general related party disclosure requirements for transactions with a government and entities that are controlled, jointly controlled or significantly influenced by the same government as the reporting entity. This amendment did not have any impact on the current disclosures on related parties of the Group.

#### IAS 32 Financial Instruments: Presentation – Classification of Rights Issues

The amendment alters the definition of a financial liability to enable entities to classify rights issues and certain options or warrants as equity instruments. The amendment is applicable if the rights are given pro rata to all of the existing owners of the same class of an entity's non-derivative equity instruments, to acquire a fixed number of the entity's own equity instruments for a fixed amount in any currency. This amendment has had no effect on the financial position or performance of the Group.

#### IFRIC 14 – Prepayments of a Minimum Funding Requirement

The amendment removes an unintended consequence when an entity is subject to minimum funding requirements and makes an early payment of contributions to cover such requirements. The amendment permits a prepayment of future service costs by the entity to be recognized as pension asset. The Group's defined benefit schemes have been in deficit, therefore the adoption of this interpretation had no impact on the financial position or the performance of the Group.

#### IFRIC 19 Extinguishing Financial Liabilities with Equity Instruments

The interpretation clarifies that equity instruments issued to a creditor to extinguish a financial liability qualify as consideration paid. The equity instruments issued are measured at their fair value. In case that this cannot be reliably measured, the instruments are measured at the fair value of the liability extinguished. Any gain or loss is recognized immediately in profit or loss. The adoption of this interpretation did not have any impact on the financial position or performance of the Group.

#### Improvements to IFRSs (Issued May 2010)

In May 2010, the IASB issued a third omnibus of amendments to its standards, primarily with a view to removing inconsistencies and clarifying wording. There are separate transitional provisions for each standard. The adoption of the following amendments resulted in changes to accounting policies but did not have any impact on the financial position or performance of the Group:

- IFRS 3 Business Combinations: The measurement options available to non-controlling interest have been amended. Only components of non-controlling interest that constitute a present ownership interest that entitles their holder to a proportionate share of the entity's net assets in the event of liquidation shall be measured at fair value or at the present ownership instruments' proportionate share of the acquiree's identifiable net assets. All other components are to be measured at their acquisition date fair value.
- IFRS 3 Business Combinations: Clarifies that contingent consideration arising from a business combination prior to the adoption of IFRS 3R (as revised in 2008) is accounted for in accordance with IFRS 3 (2005).
- IFRS 7 Financial Instruments: Disclosures: The amendment was intended to simplify the disclosures provided by reducing the volume of disclosures around collateral held and to improve disclosures by requiring qualitative information to put the quantitative information in context.
- IAS 1 Presentation of Financial Statements: The amendment clarifies that the option to present an analysis of each component of other comprehensive income may be included in either the statement of changes in equity or in the notes to the financial statements.
- IAS 27 Consolidated and Separate Financial Statements: Clarifies the transition requirements for amendments made as a result of amended IAS 27 to consequentially amended standards.
- IAS 34 Interim Financial Reporting: The amendment requires additional disclosures for fair values and changes in classification of financial assets, as well as changes to contingent assets and liabilities in interim condensed financial statements.

Other amendments resulting from Improvements to IFRSs to the following standards did not have any impact on the accounting policies, financial position or the performance of the Group:

- IFRS 3 Business Combinations: Un-replaced and voluntarily replaced share-based payment awards
- IFRIC 13 Customer Loyalty Programs

The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

### **6.3 Seasonal pattern**

As a consequence of the various market conditions which effect the decisions of (potential) clients to buy our products or services in a broad sense, the results are depending on a seasonal pattern. The precise consequences are however not predictable. Historical information is showing higher revenues in the months June and December compared to the other months. It also shows that in the second half of a year the results are often higher than in the first half of a year.

## 6.4 Estimates

The preparation of interim financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

In preparing these condensed consolidated interim financial statements, the significant judgments made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the consolidated financial statements for the year ended 31 December 2010, with the exception of changes in the estimates used in the value-in-use calculation regarding goodwill. (see Note 6.8)

## 6.5 Exchange rates

The closing exchange rates used are (foreign currency compared to 1 €):

	<b>30 June 2011</b>	<b>31 December 2010</b>
Australian dollar (AUD)	1.3510	1.3150
Canadian dollar (CAD)	1.3980	1.3330
Czech krone (CZK)	24.3000	25.0600
Danish krone (DKK)	7.4580	7.4530
Estonian krone (EEK)	n/a	15.6400
Hungarian forint (HUF)	265.0000	277.5000
Malaysian ringgit (MYR)	4.3705	4.1267
Norwegian krone (NOK)	7.7750	7.8050
Polish zloty (PLN)	3.9820	3.9570
Pound Sterling (GBP)	0.9025	0.8616
Singapore dollar (SGD)	1.7780	1.7130
Swedish krone (SEK)	9.1600	8.9700
US dollar (USD)	1.4465	1.3375

The average exchange rates used are (foreign currency compared to 1 €):

	<b>for the 6-month period ended 30 June</b>	
	<b>2011</b>	<b>2010</b>
Australian dollar (AUD)	1.3576	1.4859
Canadian dollar (CAD)	1.3726	1.3780
Czech krone (CZK)	24.3650	25.7044
Danish krone (DKK)	7.4553	7.4423
Estonian krone (EEK)	n/a	15.6362
Hungarian forint (HUF)	269.1530	270.7361
Malaysian ringgit (MYR)	4.2671	4.4052
Norwegian krone (NOK)	7.8185	8.0106
Polish zloty (PLN)	3.9542	n/a
Pound Sterling (GBP)	0.8695	0.8704
Singapore dollar (SGD)	1.7677	1.8577
Swedish krone (SEK)	8.9206	9.7876
US dollar (USD)	1.4068	1.3324

## 6.6 Business combinations

### 6.6.1 Business combinations for the 6 months ended 30 June 2011

During the first half year of 2011 no business combinations took place.

### 6.6.2 Business combinations effected after the end of the reporting period

The following business combination effected after 30 June 2011 but before the interim financial statements was authorized for issue. A final valuation is not available at the date the interim financial statements were authorized for issue. All figures below are therefore based on a provisional assessment. Since the business combination effected after 30 June 2011, the acquired company is not included in the interim consolidated figures as per 30 June 2011.

#### Exie AS

On 18 August 2011 the Group acquired 99.7% of the (voting) shares in Exie AS, an unlisted company based in Oslo (Norway). The remaining 0.3% of the shares will be acquired via a squeeze out procedure. Exie is a software manufacturer developing of software for Performance Management (PM) for customers in private and public sector.

The Group has acquired Exie AS because of its innovative multi-tier software products that are complementary to UNIT4's existing product portfolio.

Because of the short period between the acquisition date and the date the interim financial statements were authorized for issue, the Group is not able to report the (provisional) fair value of the identifiable assets and liabilities and the goodwill arising.

The total net consideration transferred in cash has been 50 million Norwegian Kroner.

At the date of the acquisition the company employed approximately 30 employees.

### 6.6.3 Additional information on business combinations in previous periods

#### Teta Group

In July 2010 the Group acquired Teta Group, based in Wroclaw (Poland). Since a final valuation was not available at the date the financial statements 2010 were approved by management, the net assets and goodwill were recognized in the financial statements based on a provisional assessment.

In the 6 months ended 30 June 2011 the provisional assessment of net assets and goodwill at the acquisition date is adjusted as follows:

(€ 000)	<u>Adjustment on provisional assessment</u>	<u>Adjusted fair values</u>
<b>Assets</b>		
Inventories	3,047	3,047
Trade and other receivables	794	13,202
Deferred corporate income tax	-783	917
Adjustment recognized in goodwill arising on acquisition	<u>3,058</u>	

The adjustments relate to inventories which were not recognized as part of the provisional assessment and the reversal of part of the provisional impairment on trade and other receivables. In accordance with IFRS 3.48 the above adjustment are adjusted against goodwill.

The changes in net assets and goodwill have been applied retrospectively and are therefore resulting in the restatement of prior year financial information. The following adjustments have been made to the comparative figures:

*As of and for the year ended 31 December 2010 (in € 000)*

Increase in inventories	3,160
Increase in trade and other receivables	823
Decrease in deferred tax asset	811
Decrease in intangible assets (Goodwill)	3,172

#### I-Signaal B.V.

On 23 February 2011 the Group executed the call options on the remaining non-controlling shareholding in I-Signaal B.V. The Group already owned 33.33% of the shares and with this acquisition it acquired the remaining 66.67%.

With the acquisition of 33.33% of the shares and the call options on the remaining shares in November 2008, the Group already acquired power to control. Therefore the Group has included I-Signaal B.V. in its consolidated financial statements since then.

In accordance with IAS 27.30 the purchase consideration to acquire the remaining non-controlling shareholding is accounted for as an equity transaction.

## 6.7 Segment information

### Operating segments

The Group is organized in legal entities linked to the type of business, market or geographical location. The financial reporting structure is where possible linked to the legal entity structure. Operational responsibilities within the Group are linked to the results of the specific legal entities. This can be more than one entity per responsible operational manager. Furthermore more than one reporting segment can exist per country which is evaluated separately. The Management Board evaluates the results of the legal entities within the Group on a periodic basis. Based on their operational responsibilities or size legal entities are consolidated into one or more reporting units per country. The Management Board separates the following important reporting segments:

- Norway
- Spain
- Sweden
- United Kingdom
- Benelux

All reporting segments mentioned above are generating revenues through the sale, implementation and support of business software for the monitoring, control and optimization of business processes and management. Besides the software that some reporting units develop themselves, the standard functionality of the product group Agresso Business World is developed by UNIT4 R&D AS (Norway). The standard functionality of the product group CODA Financials is developed by CODA Group International Ltd. (United Kingdom). These two entities are owners of the respective product groups and primarily have inter-segment revenues. Both R&D activities are included in the total of all other operating segments. The reporting segments, divided per country, focus primarily on the sale and support of business software (Agresso and/or CODA and/or other products).

No operational segments have been consolidated to come to the reporting segments mentioned above. The Management Board evaluates the results for the whole Group on a periodic basis including in particular the operating results (EBITDA) of these reporting segments. Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

The following tables present the revenues and results of the operational segments of the Group. This operating segment information does not include discontinued operations.

### For the 6-months ended 30 June 2011

(€ 000)	Norway	Spain	Sweden	United Kingdom	Benelux	All other operating segments	Elimination and adjustments	Total
Revenues third parties	19,505	16,421	34,449	37,959	72,517	45,048	0	225,899
Revenues inter-segment	311	96	332	1,120	5,504	19,553	-26,916 <sup>1</sup>	0
<b>Total revenues</b>	<b>19,816</b>	<b>16,517</b>	<b>34,781</b>	<b>39,079</b>	<b>78,021</b>	<b>64,601</b>	<b>-26,916</b>	<b>225,899</b>
<b>EBITDA</b>	<b>4,321</b>	<b>1,442</b>	<b>4,379</b>	<b>6,738</b>	<b>14,989</b>	<b>6,100</b>	<b>0</b>	<b>37,969</b>
Depreciation of (in)tangible assets	436	2,128	784	6,103	5,302	9,443	0	24,196
Impairment charges	0	0	0	0	231	597	0	828
Restructuring costs	0	709	71	505	111	2,258	0	3,654
Rebranding costs	0	0	0	0	0	0	0	0
EBITDA before restructuring and rebranding costs	4,321	2,151	4,450	7,243	15,100	8,358	0	41,623

<sup>1</sup> Inter-segment deliveries are eliminated

### For the 6-months ended 30 June 2010

(€ 000)	Norway	Spain	Sweden	United Kingdom	Benelux	All other operating segments	Elimination and adjustments	Total
Revenues third parties	17,269	18,540	30,661	37,766	69,587	25,426	0	199,249
Revenues inter-segment	43	991	358	0	257	16,870	-18,519 <sup>1</sup>	0
<b>Total revenues</b>	<b>17,312</b>	<b>19,531</b>	<b>31,019</b>	<b>37,766</b>	<b>69,844</b>	<b>42,296</b>	<b>-18,519</b>	<b>199,249</b>
<b>EBITDA</b>	<b>2,591</b>	<b>2,272</b>	<b>3,352</b>	<b>7,767</b>	<b>13,968</b>	<b>5,498</b>	<b>0</b>	<b>35,448</b>
Depreciation of (in)tangible assets	324	2,108	705	6,379	4,302	6,226	0	20,044
Impairment charges	0	0	0	0	0	0	0	0
Restructuring costs	0	516	0	10	322	328	0	1,176
Rebranding costs	81	127	58	126	770	30	0	1,192
EBITDA before restructuring and rebranding costs	2,672	2,915	3,410	7,903	15,060	5,856	0	37,816

<sup>1</sup> Inter-segment deliveries are eliminated

The following table presents the assets of the operational segments of the Group.

(€ 000)	Norway	Spain	Sweden	United Kingdom	Benelux	All other operating segments	Elimination and adjustments	Total
At 30 June 2011	26,398	62,748	34,242	236,510	121,800	575,053	-529,532	527,219
At 31 December 2010	24,007	85,661	37,916	240,793	127,174	624,898	-588,432	552,017

## Reconciliation of Assets

	30 June 2011	31 December 2010
<b>Segment Assets</b>	<b>527,219</b>	<b>552,017</b>
Deferred tax assets	19,496	14,617
Other financial assets	2,951	2,269
	<u>549,666</u>	<u>568,903</u>
Assets classified as held for sale	110	0
<b>Group Assets</b>	<b><u>549,776</u></b>	<b><u>568,903</u></b>

## 6.8 Impairments

### **Goodwill**

Goodwill is tested for impairment annually (as at 1 December) and when circumstances indicate the carrying value may be impaired. The Group's impairment test for goodwill is based on value-in-use calculations that use a discounted cash flow model. The key assumptions used to determine the recoverable amount for the different cash generating units were discussed in the annual financial statements for the year ended 31 December 2010.

For the following cash-generating units the Group observed indications for a potential impairment of goodwill. As a result, management performed an impairment calculation as at 30 June 2011.

#### Cash-generating unit Agresso France Maintenance & Services SA (Fininfor business)

The projected cash flows were updated to reflect an expected decreased level of license and contract revenues in the nearby future for the products of Fininfor. All other assumptions remained consistent with those disclosed in the annual financial statements for the year ended 31 December 2010. As a result of this analysis, management has recognized an impairment charge of €597,000 against goodwill previously carried at €1,817,000.

#### Cash-generating unit UNIT4 Accountancy B.V. (business unit Van der Kley automatisering)

Management expects the goodwill following the acquisition in 2000 to have been completely replaced by self-created goodwill by the end of 2015. Therefore the calculation of the recoverable amount of Van der Kley automatisering is updated to reflect the shorter remaining period. As a result of this analysis, management has recognized an impairment charge of €231,000 against goodwill previously carried at €847,000.

For the other cash generating units the Group has not observed indications from which an early impairment test is required.

## 6.9 Income tax expense

(€ 000)	for the 6-month period ended 30 June	
	2011	2010
<i>Current income tax charge</i>		
Current financial year	7,886	5,572
Amendments for preceding years	-119	236
	<u>7,767</u>	<u>5,808</u>
<i>Deferred taxes</i>		
Temporary differences between fiscal and commercial valuation	-3,518	-2,830
Change in tax rates	-647	85
Recognized losses	-1,805	-268
	<u>-5,970</u>	<u>-3,013</u>
<b>Income tax expense</b>	<b><u>1,797</u></b>	<b><u>2,795</u></b>
Taxes divided into:		
Continuing operations	1,797	2,904
Discontinued operations	0	-109
	<u>1,797</u>	<u>2,795</u>

## 6.10 Disposal groups & discontinued operations

### Agresso Travel Industry Solutions Ltd.

As per 1 July 2011 the assets and liabilities in Agresso Travel Industry Solutions Ltd. are sold to an external party. The related assets and liabilities are therefore a disposal group per 30 June 2011 and are presented as held for sale. Since the activities of Agresso Travel Industry Solutions Ltd. do not represent a major line of business, they are not classified as a discontinued operation.

The related assets and liabilities were remeasured to the lower of carrying amount and fair value less costs to sell at the date of held-for-sale classification. The major classes of assets and liabilities of the disposal group are as follows:

(€ 000)	30 June 2011
<i>Assets</i>	
Intangible assets	174
Tangible assets	3
Loss recognized in other operating expenses	67-
<b>Net assets held for sale</b>	<b><u>110</u></b>

### Agresso France SA

The result on discontinued operations for the 6-months ended 30 June 2010 relate to the sales and implementation activities of Agresso France SA which were sold as per 15 June 2010.

## 6.11 Issued capital

The authorized share capital at 30 June 2011 encompasses 40,000,000 (30 June 2010: 40,000,000) ordinary shares and 40,000,000 (30 June 2010: 40,000,000) preference shares, both with a nominal value of €0.05. No preference shares have been issued. The holders of ordinary shares have one vote per share at UNIT4's shareholders' meeting.

At the reporting date 29,277.397 ordinary shares (30 June 2010: 29,108,587) were issued and paid up. The changes (in numbers) in the share capital can be presented as follows:

	<b>30 June</b>	
	<b>2011</b>	<b>2010</b>
Balance at 1 January	29,217,316	26,366,808
Issue of share capital	-	2,580,000
Exercise of options	60,081	161,779
	<b>29,277,397</b>	<b>29,108,587</b>

### 6.12 Dividends paid

At 22 February 2011 UNIT4 management proposed a cash dividend of €0.25 (25 cents) per share. The General Meeting of Shareholders as at 25 May 2011 approved this proposal.

	<b>30 June</b>	
	<b>2011</b>	<b>2010</b>
(€ 000)		
<b>Dividends declared and paid during the six-month period:</b>		
Final dividend for 2009	0	5,534
Final dividend for 2010	7,319	0

### 6.13 Intangible assets

During the first half year the Group has invested in intangible assets a total amount of €11.7 million (2010: €30.9 million), of which €11.1 million (2009 €9.3 million) is capitalized as a consequence of internally developed software.

### 6.14 Tangible assets

During the first half year the Group has invested in tangible assets a total amount of €3.2 million (2010: €3.4 million).

### 6.15 Financial Risk Management

#### **Net investment hedge**

In 2008 a loan was drawn in Pounds Sterling. As this loan qualifies as a net investment hedged on an investment in an entity with the Pounds Sterling as functional currency the currency exchange differences on this loan flow through the equity (currency translation differences reserve). During the first 6 months of 2011 an amount of €1.8 million is withdrawn (H1 2010: €4.0 million withdrawn) from the currency translation differences reserve as a consequence of revaluation (H1 2010: revaluation) of the Pounds Sterling.

#### **Fair value hierarchy**

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

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

Level 2: other techniques for that all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly

Level 3: techniques that use inputs which have a significant effect on the recorded fair value and that are not based on observable market data.

As at 30 June 2011, the Group held the following financial instruments measured at fair value through profit or loss:

(€ 000)	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
<b>Assets measured at fair value</b>				
Derivatives (call option non-controlling interest)	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Liabilities measured at fair value</b>				
Derivatives (currency and interest SWAP's)	3,769	0	3,769	0
	<u>3,769</u>	<u>0</u>	<u>3,769</u>	<u>0</u>

As at 31 December 2010, the Group held the following financial instruments measured at fair value through profit or loss:

(€ 000)	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
<b>Assets measured at fair value</b>				
Derivatives (call option non-controlling interest)	3,026	0	0	3,026
	<u>3,026</u>	<u>0</u>	<u>0</u>	<u>3,026</u>
<b>Liabilities measured at fair value</b>				
Derivatives (currency and interest SWAP's)	5,632	0	5,632	0
	<u>5,632</u>	<u>0</u>	<u>5,632</u>	<u>0</u>

On 23 February 2011 the Group executed the call options on the non-controlling interest which were measured at fair value through profit or loss. See Note 6.6.3.

During the reporting period, there were no transfers between Level 1 and Level 2 fair value measurements.

#### 6.16 Related party transactions

During the first 6 months of 2011 there were no substantial changes in the related party transactions as disclosed in the annual financial statements for the year ended 31 December 2010.

#### 6.17 Events after the reporting period

No significant events, other than explained in Note 6.6.2, occurred in the period between balance sheet date and the authorization of the financial statements which could be of influence on the economic decisions made by users of these interim financial statements.

## Management declaration

In accordance with the Dutch Financial Supervision Act, section 5:25d, the Board of Directors declares that, to the best of our knowledge:

- The semi-annual Management Board report gives a true and fair view of the important events of the past 6-month period and their impact on the interim consolidated financial statements, as well as the principal risks and uncertainties for the 6-month period to come and the most important related party transactions.
- The interim consolidated financial statements, which have been prepared in accordance with IAS 34 Interim Financial Reporting, give a true and fair view of the assets, the liabilities, the financial position and the profit of UNIT4 and the companies included in the consolidation.

Sliedrecht, 18 August 2011

C. Ouwinga, chairman  
E.T.S. van Leeuwen