2016
ANNUAL REPORT

Contents

KEEP IT SIMPLE

WORK WITH US

Configura is a company driven by innovation and team spirit. We are always looking for new talent to join our team – both as employees and partners.

2016 IN BRIEF

Key Figures

	2012	2013	2014	2015	2016
Total income, SEK M	73.2	74.1	81.4	107.0	144.0
Increase/decrease, %	10.1	1.2	9.9	31.0	34.6
Profit/loss after financial items, SEK M	4.6	2.3	6.4	12.7	22.2
Operating margin, %	6.9	2.7	6.2	11.8	14.3
Net financial assets, SEK M	14.3	14.7	15.0	26.3	35.0

Financial

- Sales totaled SEK 144 million (107)
- Operating profit was SEK 21 million (13)
- Consulting-related sales were SEK 95 million (66)
- License-related sales were SEK 49 million (41)
- Net financial assets at year end were SEK 35 million (26)

Important Events

- Financially, 2016 was a year of records. We passed the 140 MSEK amount in sales and exceeded 140 employees.

- Sales increased by SEK 37 million (34 percent). The increase was due to a combination of a strengthened US dollar, increased orders from customers and growth in number of users.

- We founded a new subsidiary, Configura China. The company has its office in Shenzhen.

- Some of our offices went through changes: Configura headquarters moved to a completely new office in central Linköping. The Kuala Lumpur office doubled its available space and now has room for up to 70 employees.

- Configura signed a partner agreement with Dematic, a global leader providing a comprehensive range of intelligent intralogistics and material handling solutions. As one of the first material handling manufacturers to partner with Configura, Dematic is able to provide its customers with a unique perspective in world-class material handling solution design.

- Configura signed an agreement with Sunon, the largest office furniture manufacturer in China. As Configura's first customer in the Chinese market, the cooperation with Sunon marks an important milestone in our expansion in Asia.

- We further developed our offer and focused on our CET platform – a platform that gives our partners all the tools they need to create their own CET Designer Extensions. With the platform, we now have several Implementation Partners offering independent consultancy.

- We held the ninth annual CET Designer User Conference Oct 18-19 in Grand Rapids, Michigan, USA. The conference again set a record with over 340 participants.

- Configura was named Growth Company of the Year at Linköping's Business Gala.

- Almost 1,200 people participated in CET Designer or CET Developer courses and webinars.

TOTAL INCOME 2012 2013 2014 2015 2016

VISION

**MAKING PARAMETRIC
GRAPHICAL CONFIGURATION
AVAILABLE WORLDWIDE**

MISSION

We develop and deliver Parametric Graphical Configuration (PGC) software for companies that sell highly configurable products. We work with our customers by implementing solutions that make their sales processes more efficient, cost-effective, accurate and profitable. We value innovation, longevity and leadership.

CORE BUSINESS

Configura is the global leader in Parametric Graphical Configuration (PGC) software solutions. We serve customers in five core markets:

- Commercial Furniture
- Kitchen and Bath
- Material Handling
- Industrial Machinery
- Laboratory and Healthcare

Our customers require solutions that simplify complex selling processes. Configura's PGC software delivers those solutions. Users can create drawings, calculate prices, generate bills of material and render photo-realistic 3D images – all in one affordable tool.

PGC helps our customers to reduce their costs by:

- Making it faster and easier to propose on a project – from weeks to days to hours
- Allowing real-time feasibility check of specified products
- Reducing specification and order-entry errors to practically zero
- Increasing sales team retention with easy-to-learn software that quickly gets users up-to-speed on a gamut of products

PGC helps our customers to increase their revenues by:

- Improving efficiencies and cutting lead times, enabling design and sales staff to propose more and sell more
- Improving customer service through faster response, quality proposals and accurate ordering
- Ensuring worldwide access to current product information
- Delivering products to market faster

As a result, profit margins can increase by as much as five percentage points depending on the industry.

Configura uses a subscription licensing model, which ensures regular product upgrades, guarantees access to the most recent technology and engages users in product development.

This business model provides Configura with continual and stable revenue, fully supporting our financial goals of sustainable, profitable growth. We will continue to achieve these goals by investing in research and development, employing a focused growth strategy, delivering value to our customers and making significant contributions to the global software industry.

Objectives

1. Lead as the originator and ongoing developer of PGC software

2. Deliver PGC solutions to five core global markets:
   - Commercial Furniture
   - Kitchen and Bath
   - Material Handling
   - Industrial Machinery
   - Laboratory and Healthcare

3. Build long-term relationships with customers through a software subscription licensing model

4. Share and expand on PGC solutions through an extensive partner network

5. Inspire our employees with creative, high-tech environments as well as continuing education and the opportunity to work internationally

LETTER FROM
THE CEO

Bring it on. Configura is ready for the next round.

For the past couple of years, Configura has been a rocket and soaring high above the clouds in our markets. 2016 was another one for the books. Our headquarters moved to a brand-new office space in the center of Linköping, and our Kuala Lumpur office expanded. Configura was awarded Growth Company of the Year at Linköping's Business Gala. Dematic and Herman Miller released their first CET Designer Extensions. We signed Sunon, China's largest office furniture manufacturer, and we took the initial steps toward launching a Chinese subsidiary. The Configura family grew rapidly as we welcomed new partners and employees around the world.

Our efforts to attract and collaborate with external Implementation Partners have been very successful. We now have ofcdesk llc, OST, RSC, GRAITEC, KiSP, CHI-LLC and Maestra developing PGC (Parametric Graphical Configuration)-based Extensions on our CET platform. This means we are about to see our e-commerce platform, Marketplace, populate with new CET Designer Extensions at a faster pace than ever before.

It thrills us to see global teams come together to create state-of-the-art CET Designer solutions; the benefits of global cooperation are invaluable. At the same time, we see an alarming trend in some companies – at the management level, there is an unwillingness to invest in powerful software solutions.

This reluctance toward large-scale technology investments was understandable in the 1990s when Business Process Re-engineering (BPR) was on every executive's front burner and technology couldn't keep up with strategic vision.

Today, there's no excuse. Most software currently being used will need to be replaced within a decade; it's time to start thinking of what the future of software development should hold, and how we will contribute to it. Our intelligent PGC solutions have the capacity to drastically transform complex business processes – and for those who have taken the plunge, it becomes increasingly important to showcase successful software implementation.

In 2017, we celebrate the 10-year anniversary of our flagship event – the CET Designer User Conference. We're gearing up for China operations. We're laying the foundation for an extended Education Program, which will be rolled out in the coming years. The CET platform is capable of things we can't yet imagine – and by involving new generations of designers and programmers, we vow to take development to the next level.

Thank you to our customers, partners and employees for always keeping us on our toes. Here's to a 2017 where innovation, creative challenges and cutting-edge software development continue to bring us together.

Linköping, April 2017

Johan Lyreborn, CEO

LINKÖPING
THE HOME OF CONFIGURA

Linköping, Sweden – where ideas become reality – this technology-heavy university town has been the home for Configura's headquarters since the start in 1990. With a recent move to a newly built space on Storgatan, we seized the opportunity to use our own software solutions to plan and brand our headquarters the Configura way.

THE NEW HEADQUARTERS

YEARS OF OFFICE
27

NEW OFFICE M²
1,150

MEETING ROOMS
SIX

MOST POPULAR NAME
Johan

FAVORITE SPORT
eSport

FUNCTIONS

IT	
Support & Training	
Administration	
Marketing & Sales	
Research & Development	
Consultants	

Linköping

POPULATION IN LINKÖPING
155,817

FAVORITE FIKA
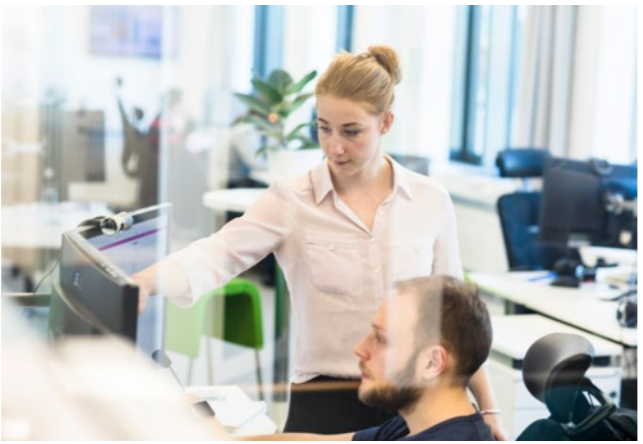## CHOKLADBOLL

OFFICE PET
BEAGLE

AVERAGE AGE
Thirty-five

NUMBER OF EMPLOYEES
72

NUMBER OF EMPLOYEES 1990-2016

1990 1992 1994 1996 1998 2000 2002 2004 2006 2008 2010 2012 2014 2016
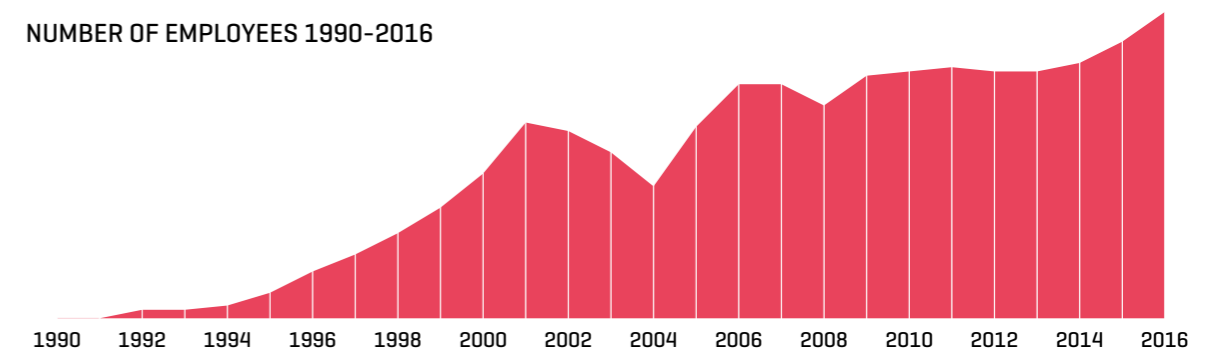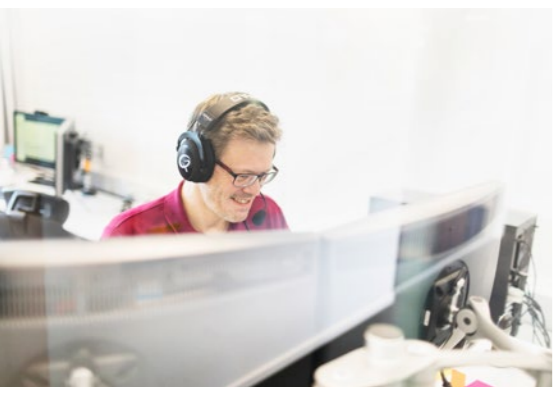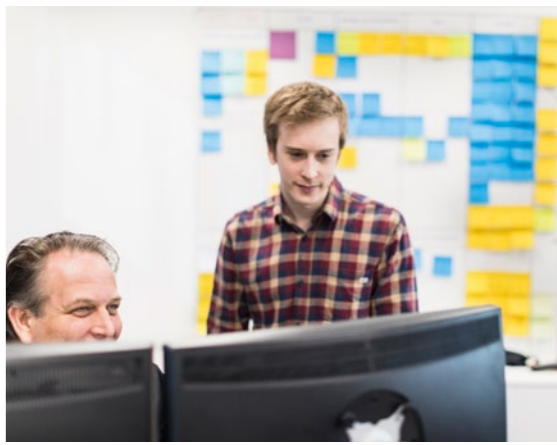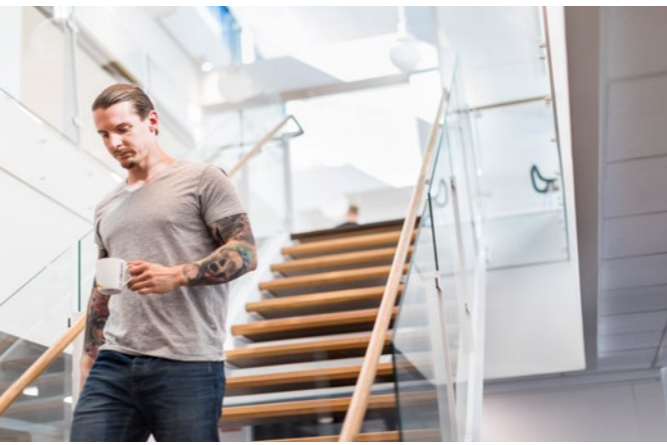
THE OFFICE FROM
INSIDE

VAN DER ROHE
THE BIG MEETING ROOM

JOIN OUR
GROWING PARTNER
NETWORK

Configura has always used internal resources to create critical business solutions – a strategy that has given us full control over software development and delivery to our customers. This solid, traditional growth strategy has helped us advance into a mid-sized, international technology company with headquarters in Sweden and offices in Malaysia, China and the United States.

Our successful investments in the North American commercial furniture industry have dramatically increased demand for our products and services beyond the capabilities of our internal resources. To support this demand, we have advanced our growth strategy from one of only internal consultancy resources to a network of external partners. These partners not only allow us to scale our growth; they also bring innovation, energy and new expertise to the Configura community.

In order to support this growing partner network, we've packaged all our developer tools and infrastructure into one platform – the CET platform.
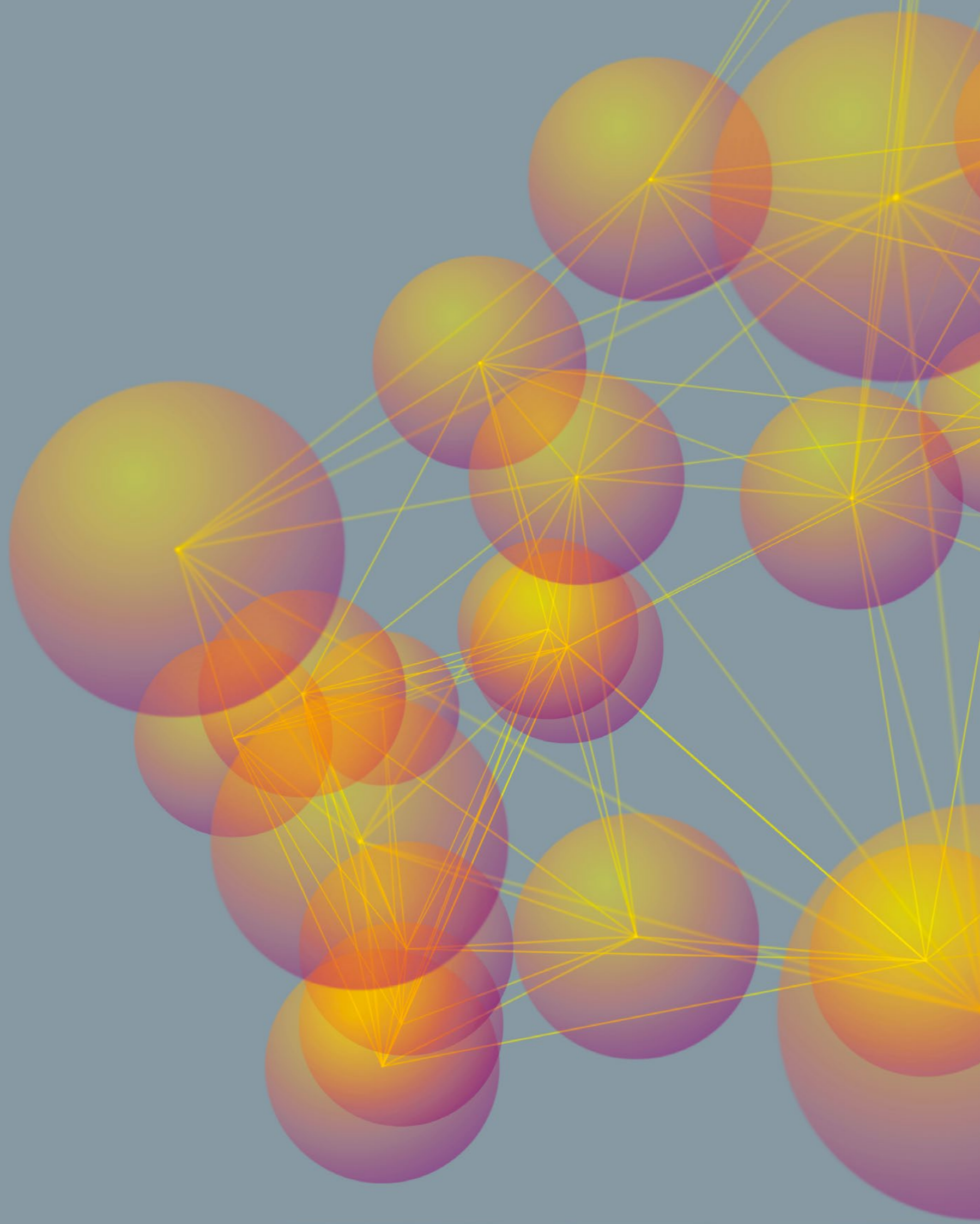
Our goal

We see growing interest in system configuration in the multiple industries in which we operate. It's primarily about getting new products to market faster, and serving customers better, more efficiently and at significantly lower cost. The companies that succeed in streamlining and digitizing their sales processes naturally become the winners.

Our previous strategy for bringing in new customers had been limited to investments in marketing and sales. As we move beyond this growth model, we can focus on creating an extensive network of partners to help us meet the increasing demand for system configuration. Our partners will help us to continue our expansion in all our markets.

Configura's long-term goal is to progress from being part consultancy company into a supplier of software and developer tools with a network of Implementation Partners – technology companies that create and deliver solutions for their customers using the CET platform. Because technology evolves rapidly, we foresee independent Implementation Partners taking over product development, while we focus on our core software and the services and support that our partners need.

Opportunities for Application Partners

We're excited to see the number of technology companies that are joining our community as Implementation Partners. A different group to mention are our customers that have chosen to become Application Partners. Application Partners differs from Implementation Partners in that they own the Extension they're developing. They are primarily manufacturing companies that independently – or partly independently – develop on the CET platform with programming resources in their own IT departments. These partners become more autonomous as they move to handling development in-house and rely on Configura's expertise as needed.

An Application Partner can also be a technology company that wants to develop its own Extensions with different types of functional add-ons to CET Designer. There are many examples – from linking modules to ERP systems, to different types of virtual reality applications, to business intelligence and CRM modules.

Our growing network of Implementation Partners is a huge asset for manufacturers and Application Partners who want help with development of Extensions. Implementation Partners can market, sell, implement and support our solution and deliver expertise in their local markets. The demand for consultancy is steadily on the rise, and competition and expertise among Implementation Partners will help to drive and deliver the best results to Application Partners and end-users.

We're excited to see the number of technology companies that are joining our community as Implementation Partners.

WHAT WE OFFER
OUR PARTNERS

Our partners have access to the entire CET platform – an integrated platform that provides access to our market and lets partners create content and functionality for users. The different tools in our platform enable partners to own their data, keep knowledge in-house and grow their business.

THE PLATFORM HAS FOUR PILLARS:

CREATE
The main development tools are our programming environment CET Developer and our data-driven solution Catalogue Creator.

CONTROL
MyConfigura ties together the different parts of the platform in one convenient place, giving partners complete control over their own brand, products, communication and content.

MARKET
Marketplace is where partners can sell and promote their Extensions and Catalogues to prospective users.

USE
CET Designer brings in Extensions and Catalogues to create an all-in-one solution for end-users.

In addition to the four pillars of the CET platform, Configura continually offers tips, webinars, training and support for partners. Twice a year, partners are invited to discuss future developments and share information at our Partner Meetings.

Configura also hosts Developer Conferences in the United States and Malaysia twice a year, where Configura experts and external developers share the latest information about the development environments.

Once a year, hundreds of users gather for the CET Designer User Conference – an invaluable opportunity for partners to collect feedback and get to know end-users.

Configura's Partner Program stretches beyond a business decision. It's about inviting our customers to become part of the Configura community, where we drive innovation together and with a common vision of making Parametric Graphical Configuration available worldwide.

I come into work every morning as no one but myself. I'm shaping my own role, and I have the advocacy to shape the future of a company I just joined. To me, Configura is an organization where individuals are truly seen.

HANNA FÄGERSJÖ

I instantly felt like I was part of something bigger when I started here.

SIMON LINDGREN

SHAPING THE FUTURE OF
TECH

I never could've imagined where I, or Configura, would be today when I started.

EMMA JOHANSSON

EMPLOYEE
EMPOWERMENT

By programmers, for programmers. It's no secret that Configura has been driven by code innovation from day one.

Founded on an idea by two programmers fresh out of college, Configura is a company strongly defined by employee empowerment. Configurans of all experience levels have the freedom to make an imprint on software solutions and the unique company culture that spreads across the world.

Emma Johansson has been with Configura for a little over 10 years. About to finish her master's degree in 2006, Emma's primary concern was finding a company that offered master's thesis projects with hands-on coding. Configura was one of few companies that did, and so she chose to come to the Linköping headquarters. Little did she know then that she'd stick around not only to see her thesis project come to life, but also to be part of a special journey: from doing development for an up-and-coming Swedish tech company, to being a crucial member of an industry-leading software provider.

"I've watched Configura go through different phases," Emma says. "New generations of customers and programmers come in and bring the latest technical challenges to the table."

When she started her thesis project, the Configura family was still relatively small, CET Designer had only one customer, North America was considered new territory, and Asia at the time wasn't even on Configura's map.

"I never could've imagined where I, or Configura, would be today when I started. Technically, you could say I've been doing the same thing all along. I've always been a core developer – although my titles have changed through the years – but we're a completely different company now. What's stayed the same is our individual and collective freedom and the 'welcome, you're part of a team – let's do great stuff' attitude."

Working for a company where the CEO is constantly 10 years ahead of his time creates a unique company culture.

Emma Johansson, Team Leader of the CET Designer core team.

GROWTH COMPANY OF THE YEAR

In 2016, Configura was named Growth Company of the Year at Linköping's Business Gala. During the past years of rapid growth, the company has always remained focused on its core values and employees.

Now team leader of the CET Designer core team, Emma's strong operative skills are being applied in just the right arena.

"Most of my role changes have been suggested to me. I think this means Configura has been able to see things in me that I haven't."

Providing employees with the tools to perform and room to grow is at the very core of Configura's company values and something closely intertwined with our founders' vision for leadership and innovation.

"Working for a company where the CEO is constantly 10 years ahead of his time creates a unique company culture. I still vividly remember what Lyreborn buzzed over during my first week here. Back then, it sounded like such a massive undertaking. The projects that he was talking about are what we now know as MyConfigura, CET Developer and Partner network."

A programming community

Like Emma, Simon Lindgren got acquainted with Configura toward the end of his university studies. He's from that "new" generation of programmers, having joined the family a year and a half ago. And like Emma, Simon was greeted with the freedom to dive head-first into development.

"After one Configura Magic (CM) crash course, I was developing for live projects," Simon says. "I was finally working with programming labs, like the ones at university, full time – which was exactly what I wanted coming out of school."

Simon works as an application consultant, developing for multiple projects and customers, including Constructor Group, Maars Living Walls and EAB. Before accepting the position at Configura, he wrote his thesis for a large technology corporation where he was the only programmer on his team. Configura especially appealed to him with its heavy programming profile and most employees coming from a programming background.

"I instantly felt like I was part of something bigger when I started here. Being surrounded by other programmers makes you challenge yourself in a way you wouldn't if you were on your own."

There's a lot of responsibility, but with responsibility comes a sense of ownership, and here, you're never alone.

Simon Lindgren, Application Consultant.

Simon believes having the liberty to find something you truly enjoy and then immersing yourself in it, while also being part of a community, is the secret to becoming a skilled programmer.

"Being thrown right into development can be intimidating at first. Tasks you would spend maybe 50 hours on for a university course need to be done within a slotted amount of time and there's a customer holding you accountable for any delays. There's a lot of responsibility, but with responsibility comes a sense of ownership, and here, you're never alone."

Personalities welcome

Coming from a background in human relations and education, Hanna Fägersjö joined Configura in 2016 with a somewhat different perspective. Up until then, Hanna had spent most of her career in the human resources departments of large Swedish retail companies. Her most recent position was in the strategic education field.

"I didn't know quite what I was looking for, or if I was really looking for a new job," Hanna says. "All I knew was that – in the long run – I wanted to come to an organization where I would be appreciated for being myself, for being authentic."

Hanna had little technical experience prior to starting her new position as a training and support specialist at Configura, but she saw great potential in the products' social and educational aspects.

"I'll gladly admit that I had a pretty clear idea of what working for an IT company would be like, and I'm just as happy to admit I was wrong. There's no IT 'breed' of people that I don't match. I've never felt limited because of my lack of tech background – the only person imposing obstacles has been me."

She acknowledges the diverse personalities that Configura attracts as a major strength, creating a welcoming climate for making voices and ideas heard.

"Contrary to other companies, where competence and personality might be considered two conflicting attributes, Configura sees competence in a person's personality."

Speaking of personalities, a certain four-legged Configuran's personality just may have been what finalized Hanna's decision to become a Configuran.

Contrary to other companies, where competence and personality might be considered two conflicting attributes, Configura sees competence in a person's personality.

Hanna Fägersjö, Training and Support Specialist.

"At the end of my second interview, Göran's dog got hold of my glove and ran away with it," she recalls. "I left the interview thinking that one of the company owners' dog running loose with my stuff has got to be a good sign. Something clicked. And here I am."

Eight months in, Hanna already talks of life at the office with the same sense of pride as a seasoned Configuran.

"I come into work every morning as no one but myself. I'm shaping my own role, and I have the advocacy to shape the future of a company I just joined. To me, Configura is an organization where individuals are truly seen."

Johan Stenberg

When he isn't hanging out in the kitchen grabbing the best fruit from the basket, you'll find Johan Stenberg at his computer, developing solutions for partners' CET Designer Extensions. Also known simply as "Stenberg" – as he is one of six Johans in Configura's Linköping office – he's one of the company's application consultants. His morning starts with a quick email check, and then he's off to the daily scrum standup to discuss tactics for the day.

What is your outlook on the future of Configura? Where are we headed?

"World Domination [insert evil laugh here]. But seriously, Configura's potential is endless. Our team mentality and ability to listen to our users allow us to innovate new and cutting-edge capabilities within our software."

What is your role at Configura?

"My role is to find solutions that not only solve the challenges our manufacturer-partners face but also that simplify the end-user's job. In a typical day, we review our scrum board for the week and determine what needs to be done for a given partner's Extension. I try to program with the future in mind, remembering that what I'm creating today will hopefully contribute to the buzz of how great our software is."

What is one of the most challenging programming issues that you've dealt with?

"The most challenging in recent history was increasing the performance of one of our partner's Extensions. Performance is tricky in several ways. First, you need to identify what's taking time; then, you must understand the intent of the slow code and finally come up with a solution that does the same thing in a faster way."

FAST FACTS

Name: Johan Stenberg

Title: Application Consultant

Born: November 12, 1986

Configura office: Linköping, Sweden

Years at Configura: 1.5

Favorite Configura pastime: Lurking by the fruit basket and picking out all the goodies

What is one aspect of an Extension that you worked on, which you are most proud of?

"Recently, I made a wall-mover tool. It enables the user to click on a wall and move the whole thing left or right. If the moving wall is connected to any other walls, those walls will automatically stretch or move as needed to adapt to the new position. It's a huge time-saver for users as they no longer need to manually adjust all the connected walls."

How would you describe what a "Configuran" is?

"Easy: an employee who works at Configura. However, this person doesn't just work here; they go the extra mile to deliver quality work and lend a helping hand anytime."

CREATING FUTURE
BUZZ

REPORT ON
OPERATIONS

2016 was a year of records.
We passed the 140 MSEK amount in
sales and exceeded 140 employees.

SALES INCREASED BY SEK 37 MILLION

Amounts in SEK M	2016	2015	Change
Consultancy	95	66	29
Support and Subscriptions	49	41	8
Total	**144**	**107**	**37**

Sales continued to grow as a result of more customers. Consultancy sales especially increased because of more demand for custom solutions from new customers. The demand was so high for our services that we happily introduced work to third parties. Recruitment and training of new personnel is the bottleneck for growth. Our growth was also helped by a stronger U.S. dollar; revenues become higher when translated to our base currency, the Swedish Crown.

Support and subscriptions increased a healthy 20 percent, but not at the same rate as other revenues, which grew 44 percent. It is natural that subscriptions will grow first after the completion of a CET Designer Extension, which usually takes at least a half year. We thus expect subscription growth in the future.

OPERATING PROFIT INCREASED
BY SEK 8 MILLION: SEK 21 MILLION (13)

Costs increased by some 30 percent during 2016. The increase was mainly due to 20 percent more personnel. A new office in Sweden and a doubling of the office space in Kuala Lumpur also added to increased expenses. The company made an extraordinary bonus payment at year-end to all employees to show appreciation for excellent teamwork.

Revenues increased more than costs. The operating margin increased from 12 percent to 14 percent due to increased subscription revenues, more consultancy sales and a higher dollar value. More production in Kuala Lumpur helped to increase the margin. The company hedged half of its dollar exposure, measured as a yearly flow. The loss on these hedge contracts was almost 2 MSEK; however, it was more than compensated for because of a better U.S. dollar rate on revenues.

RISK AND OPPORTUNITIES

Configura has always had a low risk-strategy. Our goal has always been to be a long-term partner for our customers and a stable employer for our employees. Configura is the main asset for our shareholders, so this is a natural strategy. The company has not taken on any financial debt. The subscription model ensures stable revenues, as proven even during slumps in business cycles.

The subscription model, rather than license sales, is beneficial to our customers. Users always have access to the most current software version, and subscriptions can be terminated at any time, which means that the cost can be compared continually to the benefits that the software delivers.
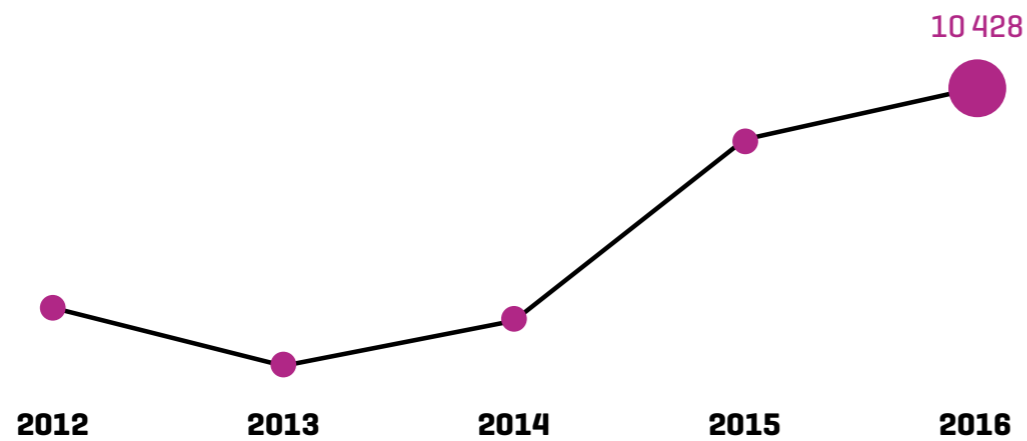
2016 was a year of high growth, more than 30 percent. The operating margin increased despite the growth. We estimate that license subscription revenues will continue to grow as new CET Designer Extensions are launched to the market by new customers. Cash balances increased by some 40 percent. Financially, the company has never been stronger. The shareholders have therefore declared a record dividend. This is partly spurred by changed tax rules in Sweden that will make it more costly to take dividends in the future. We estimate that cash reserves will be rebuilt within a year or so.

Sales in North America are becoming increasingly important, partly attributed to growth in the material handling segment. Our key customer in this market segment has global operations. New sales in other regions are increasing; especially exciting is our fast-growing presence in Asia (Malaysia and now China). We foresee less exposure in the furniture sector as growth in material handling and kitchen and bath markets are underway.

The company is exposed to the value of the U.S. dollar. The net exposure is decreasing as costs in our Malaysian operations are growing; the Malaysian Ringgit is somewhat linked to the U.S. dollar. In addition, the company is opening an office in China, which will increase currency diversification. The estimated currency exposure against the broader defined USD currency to SEK is now fully hedged for 12 months of estimated flows. It will thus take a year before new exchange rates will have an effect on profit and loss.

Our largest risk and greatest opportunity is technological evolution. It is imperative to continually invest in R&D to remain the best in our niche. The company invests more that 10 percent of sales in R&D, and we foresee an increase in the future. Our always-improving software is proof of our commitment. Customers praise our new developments and ask for more. Our technology has made it possible to expand into new regions and market segments. The company is financially strong, and we will increase our investments in R&D.

We believe our company has tremendous opportunities. Current challenges include recruiting new employees in a competitive job market and developing our network of partners. We strive to be a first-class employer offering fair compensation, health benefits, employee events and great workspaces. Our exciting technology, global presence and camaraderie among offices make us an attractive employer with low employee turnover.

CASH BALANCES INCREASED BY

40%

LICENSES

10 428

2012 2013 2014 2015 2016

INVOICING
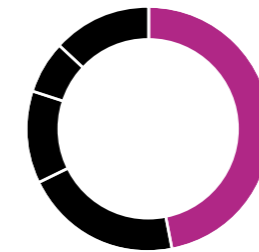
CUSTOMERS

1–5, 47%
6–10, 21%
11–15, 12%
16–20, 7%
21+, 13%
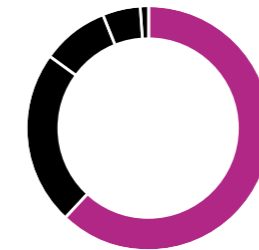
REGIONS

THE AMERICAS, 62%
SWEDEN, 23%
EUROPE, 9%
NORDIC COUNTRIES, 5%
ASIA, 1%
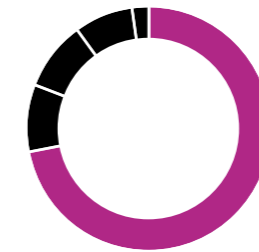
SEGMENTS

COMMERCIAL FURNITURE, 72%
MATERIAL HANDLING, 9%
KITCHEN AND BATH, 9%
INDUSTRIAL MACHINERY, 8%
LABORATORY AND HEALTHCARE, 2%

Sofie Rönnberg

Her team knows her as the "Scrum Master," but formally Sofie Rönnberg is one of the senior application consultants on the mixed CET Designer and Configura application team. As a multitasker extraordinaire, Sofie is the go-to person for answers on partners' Extensions. With years of experience at Configura, she is always just an instant message, email or phone call away to share her wealth of knowledge. Every morning, she starts the day off with a cup of joe and a review of the scrum board to see how the team is progressing, and then she's off to solving the world's problems.

What is your role at Configura?

"My work at Configura is a combination of programming and project management. I work as the middle person between the programmers on my team and the partners creating their Extensions. I coordinate the programming work from start to finish. I'm also the scrum master of my team, meaning one of my tasks is to coach and coordinate work within the group, providing a 'here and now' perspective to ensure best possible programming conditions."

As one of the senior application consultants, what is your biggest contribution to the company's development?

"Working directly with partners gives me a vast understanding of their needs. Since my team works with both the CET Designer platform and the Configura platform, we can take that experience along with my extensive customer knowledge and create the best possible solution for the need at hand. As a team, we come together to create the best solutions for configurable products."

What is your outlook on the future of Configura?

"I see us only gaining more traction over time. I think we will continue to sign more

FAST FACTS

Name: Sofie Rönnberg

Title: Senior Application Consultant

Born: October 1, 1975

Configura office: Linköping, Sweden

Years at Configura: 16

Favorite Configura memory:
2001 company trip to Iceland and/or the 2012 Christmas party

and more partners who will create their own Extensions and Catalogues. We'll be able to grow in existing markets and expand into new ones all over the world."

The term "Configuran" has been around for some time but has never been truly defined. How would you define what a "Configuran" is?

"If I would have been asked this years ago, I would have said someone who has been working at Configura for a long time. Now, I would say it's anyone who truly loves working at Configura. Someone who loves their job and speaks warmly of Configura to anyone they meet."

MARKETING & SALES

Configura's marketing activities in 2016 focused primarily on the North American contract furniture industry, with our efforts built around two major events: the contract furniture fair NeoCon, which occurs annually in June in Chicago; and our CET Designer User Conference, held this year in October in Grand Rapids, Michigan, USA. Before, during and after each event, we conduct marketing campaigns and communicate through newsletters, press releases, social media and advertising in trade magazines.

NeoCon

With over 40,000 visitors, NeoCon is one of the world's largest annual exhibitions of furnishings for offices and public spaces. The trade fair – held every June at The Merchandise Mart in Chicago – is an important opportunity for us to meet our customers and users as well as to make new contacts with manufacturers in the industry.

At NeoCon 2016, we presented CET Designer 7.0. As in previous years, the fair was a success for us and new contacts were made.

User conference, partner meetings and developer conference

The ninth annual CET Designer User Conference was held Oct 18-19 in Grand Rapids. The conference again set a record with nearly 350 participants. In addition to being a networking and learning opportunity, the conference reinforces Configura's vision of making Parametric Graphical Configuration (PGC) available worldwide. Journalists from leading trade magazines covered the conference, resulting in several published articles and social-media mentions. Laura Guido-Clark, founder of Laura Guido-Clark Design, keynoted the event.

Configura's twice-annual Partner Meeting also serves as an important marketing opportunity. The meetings bring together those who have invested in the Configura solution. The spring meeting was held in March in Grand Rapids, Michigan, USA. Held in tandem with the spring meeting was Configura's North American Developer Conference. The fall Partner Meeting was held in conjunction with our annual CET Designer User Conference. To both meetings, we invited key manufacturer prospects so they could learn more about our vision and hear directly from the manufacturers who have already changed to the Configura solution. For the first time, Configura also held a developer

CONFIGURA NAMED

GROWTH COMPANY OF THE YEAR

conference in conjunction with the user conference; the commingling of developers and users was well received, and we plan to do it again in 2017.

Social media

In 2016, Configura increased an already active presence on social media with a corporate Facebook page that tells the story of our company and its employees; the new Facebook page at facebook.com/ConfiguraIntl is in addition to our CET Designer Facebook page at facebook.com/CETDesigner, which has been live for a number of years. The corporate Facebook page had almost 400 followers after just six months of going live.

The CET Designer Facebook page is now at nearly 2,200 followers who take part in shared educational and inspirational content on the site. A new Kitchen Rendering Category introduced in the 2016 Best of CET Designer Awards, and promoted on Facebook, led to an increasing number of followers from the kitchen industry.

We're also active on LinkedIn where Configura has 765 followers. LinkedIn and our Facebook pages serve as important information outlets and recruitment platforms.

We enhanced our use of video on social media by adopting new "360 video" technology and putting our own spin on the popular "Mannequin Challenge" viral video trend but with CET Designer. We also launched monthly Facebook Live sessions on our CET Designer Facebook page, giving CET Designer users an additional opportunity to learn and interact with us in real time. The Facebook Live sessions are automatically recorded and also available for later viewing.

Configura and CET Designer are now represented on all major social media platforms – not only Facebook and LinkedIn but also Twitter, Instagram, Pinterest, YouTube and Vimeo. Follower engagement is high and especially noticeable during the CET Designer User Conference.

Media relations

Configura connects with people and tells its story through a variety of channels, including through public relations. A big part of Configura's PR effort is media relations, particularly in the commercial furniture industry. With two major events each year primarily centered on the North American contract furniture industry – NeoCon in late spring and our own CET Designer User Conference in late fall – much of our media outreach occurs during these times.

Our booth at NeoCon in Chicago attracted representatives from such publications as Business of Furniture, Chicago Inno, FMLink, Grand Rapids Business Journal, Grand Rapids Press / MLive, interiors+sources, HuffPost, MiBiz, Metropolis, officeinsight and WorkDesign. Media covering our user conference in Grand Rapids included Business of Furniture, interiors+sources, MMQB, officeinsight and WZZMTV13.

Other publications spreading the Configura word in 2016 included Archello, Building Operating Management, ChargeSpot and Contract Furniture News. Of particular note were media relations efforts yielding cover stories in several publications and a feature article in Workplaces on Configura's unique work culture. With our expansion into industries beyond commercial furniture, we're building relationships with even more publications and bloggers throughout the world.

Configura was named Growth Company of the Year at Linköping's Business Gala 2016. This prestigious award gave us recognition in several local papers, including Corren and Affärsstaden.

FOLLOWERS ON FACEBOOK

2,200
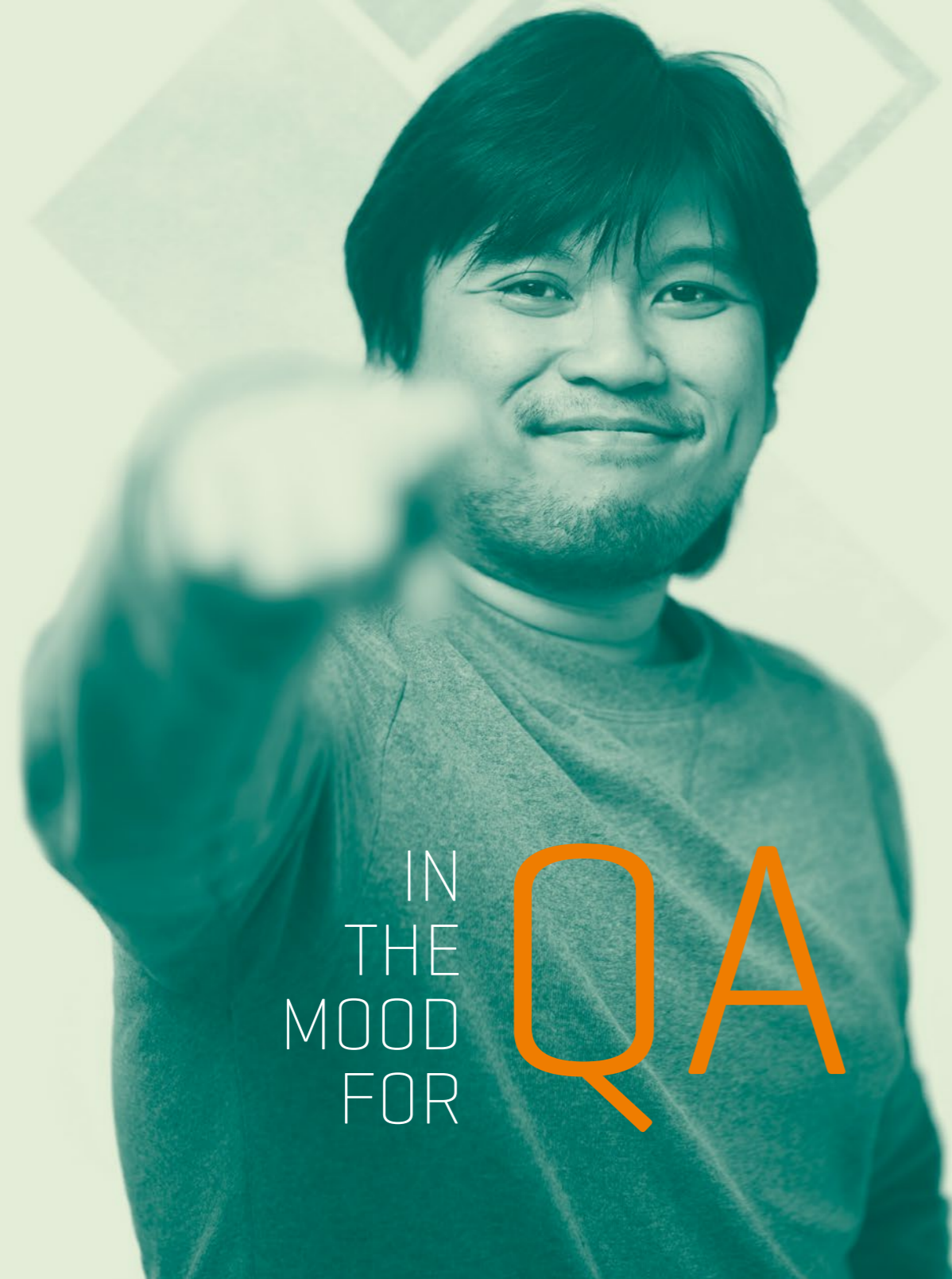
Raizil Adza

Commonly known as the "water buffalo" because of his "wandering around" the KL office, Raizil is one of the QA analysts for CET Designer. Raizil's day starts off with a walk around the office for some small talk, which helps him to stay up-to-date with what everyone else is doing. Once his cup is full of coffee and his headphones are tuned to Spotify, he enters QA mode.

What does a QA analyst do?

"Myself and 16 other QA analysts are mainly responsible for testing CET Designer. Some of us also work on specific customizations for partners' Extensions or create Catalogues. From time to time, we also support the web development team by testing the website. Specifically, in my role, I work closely with the core development team to test new features in CET Designer, newly built beta and core bug fixes."

What is the most satisfying part of your job?

"I love that there is no bad idea here. We have the openness to throw ideas around, knowing that someone will develop them and run with it."

Since you've joined the team at Configura, what changes have you seen?

"I'm surprised by how quickly the company has grown in the past four years that I've been here. The Kuala Lumpur office used to be a two-bedroom apartment, and now it's as big as an ice hockey court. Group photos never used to be a problem for us, but now it's becoming almost impossible."

FAST FACTS

Name: Raizil Adza Abdul Razak

Title: QA Analyst

Born: February 6, 1987

Configura office: Kuala Lumpur, Malaysia

Years at Configura: 4

Favorite Configura pastime: Ping Pong

What do you think is in Configura's future?

"With our new presence in China, I believe we have a good window to penetrate other markets such as Japan, India and maybe even Australia. I think we can do it, and then we'll truly be a global company."

How would you describe a "Configuran"?

"To me, it's a person with a good sense of freedom and responsibility. Configurans are friendly, smart and helpful. There's also a strong sense of leadership and the desire to help others be the best version of themselves. I'm not sure if it's the Swedish culture, but I have worked for both local and international companies in Malaysia, and nothing comes close to Configura."

IN THE MOOD FOR QA

SALES
HIGHLIGHTS

In 2016, we welcomed the following companies as new customers or Implementation Partners on our CET platform.

NEW CUSTOMERS

Apex

Apex is a leading office furniture manufacturer in Malaysia. Apex and Configura partnered in 2016 to create a CET Designer Extension for Apex's large selection of standard and customizable office furniture products. The Extension is planned to be released in 2017.

Chief

Chief is a global manufacturer of mounts, racks and accessories for flat displays, monitors, projectors and other audio/video components. The addition of Chief's CET Designer Extension for monitor mounts has added to the diversity of product lines available to CET Designer users.

Constructor Group

Constructor Group is one of the leading manufacturers of storage products in Europe. The company is headquartered in Oslo, Norway, and has 16 wholly owned sales companies in Europe. The Group has two main divisions: Bruynzeel specialized in archives and office products, and Constructor specializes in industrial warehousing.

Dekko

Configura partnered with Dekko, a leading provider of workplace power solutions, to develop a CET Designer Extension. Dekko is also known for architectural lighting products and electrical components and assemblies.

Dematic

Dematic is a global leader providing a comprehensive range of intelligent intralogistics and material handling solutions. As one of the first material handling manufacturers to partner with Configura, Dematic is able to provide its customers a unique perspective in world-class material handling solution design.

HNI

HNI, a global office furniture company, entered into a collaborative agreement with Configura for a CET Designer Extension. HNI provides products and solutions for the home and workplace environments and is well-known for such brands as Allsteel and HON.

National Office Furniture

A brand unit of Kimball International, Inc., National Office Furniture is a Jasper, Indiana-based manufacturer of high-quality office furnishings. In 2017, Configura will deliver National's CET Designer Extension that will help to streamline its sales and ordering process.

Sunon

Sunon is the largest office furniture manufacturer in China. As Configura's first customer on the Chinese market, the cooperation with Sunon marks an important milestone in our expansion in Asia. The Sunon Extension will be released in 2017 at the China International Furniture Fair.

NEW IMPLEMENTATION PARTNERS

CHI-LLC

Seattle, Washington-based Computer Human Interaction, LLC (CHI-LLC) is a technology company with a history of developing 3D configuration and visualization software. The company's philosophy of creating sophisticated yet simple-to-use configuration capabilities makes CHI-LLC a great addition to our community of Implementation Partners.

ofcdesk llc

Over the course of 20 years, ofcdesk llc has grown into one of the largest members of the Autodesk Developer Network, specializing in innovative and automated tools for computer-aided design (CAD) and building information modeling (BIM). The company's solutions encourage interoperability between software platforms and connect the architectural, engineering, design, dealer and manufacturing industries.

Open Systems Technologies

Open Systems Technologies (OST) is a technology and design consulting firm with offices in Grand Rapids, Detroit, Minneapolis, Chicago, London, Hong Kong and Singapore. The company's designers, developers and data gurus – and its close proximity to Configura offices and partner locations – uniquely positions OST to be a strong, value-added partner.

RSC

RSC has been providing services on an outsource basis to the contract furniture industry since 2000. RSC's technical services department assists manufacturers with creating symbols libraries and electronic catalogues of their products for use in CET Designer.

SEARCHING FOR
BUGS

Gustav Ladén

Bug exterminator and programming handyman, Gustav Ladén is one of Configura's senior core developers for CET Designer. On a typical day, you can find Gustav searching for bugs in CET Designer's core or programming new tools for CET Developer. His keen eyes and ears for diagnosing problems have led to new developments for the CET Designer core.

Explain what your day to day looks like at Configura.

"In a typical day, I alternate between maintenance and development. Some days, it's more of the handyman maintenance kind of work, helping to hunt down a nasty bug that is plaguing our end-users. Other days, I'm working on new features within CET Designer that will make the program more useful or robust or both, if I'm lucky."

How would you explain your role as a senior core developer?

"My job covers three basic areas: CET Designer core maintenance, CET Designer development and creating CET Developer programming tools. I like that my job involves moving between these three areas as they all inspire changes upon one another. Typically, tracking down bugs or performance problems can inspire improvement in both CET Designer and our programming tools."

What is the most challenging part of your job?

"I would say the most challenging part of the job is prioritizing among everything that can be done. There are always many different opportunities, but we don't have enough time to tackle them all. I must pick the best route while keeping in mind what will have the most value for most people

and for the company. When a problem arises for one individual, I need to question whether this is an isolated problem or if more people may be affected. More times than not, the solution to a problem turns out to be a great benefit for others as well."

We have coined the term "Configuran" here in the office. How would you define a "Configuran"?

"I would define a Configuran as a person who likes to make other people happy by helping them come up with clever solutions to their problems. It works out well because a Configuran is very good at being the right person in the right place."

FAST FACTS

Name: Gustav Ladén

Title: Senior Core Developer

Born: February 7, 1983

Configura office: Linköping, Sweden

Years at Configura: 5

Favorite Configura pastime:
Socializing by the coffee machine

RESEARCH &
DEVELOPMENT

During the year, we prepared for major growth and, in order to be a more agile organization, we've been moving toward local product ownership of various modules. In 2016, we added more specialist functions, including developer support and training. To make response faster, we implemented an even more project-oriented approach in our teams, with several agile groups in each team, which has resulted in faster delivery. In parallel, we've been hiring at all our offices, aiming for recruiting the best developers.

Modularization

The effort to create clearer modules in the different platforms has continued and is starting to pay off. Work can be scaled by using the same source code for different targets. Modularization also makes maintenance easier, creates clearer ownership and is more efficient in a distributed development organization.

This year, we launched Catalogues for the Configura platform, making it possible to reach all users on both the Configura and CET Designer platforms – with the same product data and with just one click. Work is also in the early prototyping stage to use this module as a source for content over the web for third-party applications (both installed and web clients).

Along these lines, work is progressing to make the CET Designer user interface more flexible. The idea is to use the same platform and content to reach more users by having a different user interface layer. This action will allow our partners, and us, to use the same software build with different features, depending on user scenario.

Content creation

More partners are using Catalogue Creator and CET Developer, and many partners are not only developing their own Extensions; they are also offering independent consultancy. Although putting more demands on the platform, it's never been easier to get started and to create top-quality content. Better documentation, training and support help our new partners get on board. Tools for automating easy tasks, publishing and quality assurance help with quicker, high-quality delivery. All of this – along with a powerful compiler and the tailor-made CM programming language – makes the CET platform attractive for developers.

Catalogue Creator and CET Developer have been improved based on feedback from partners, with a main focus on performance for both developers and end-users. For developers, it's vital to have short repeat cycles in order to be efficient. Eliminating wait times improves creativity and enhances the feel and quality of the solution.

An ongoing project aimed at creating a new parametric graphics format will further improve the content-creating process; more content will be created with a graphical interface, without reducing the strength of the programming approach. Long-term, this new format – paired with Catalogues – will make it easier and faster than ever to create PGC solutions for any target platform.

Presentations

The rendering functions have always been an important part of the Configura software products and, in 2016, rendering capabilities have gone in new and improved directions. A virtual reality (VR) solution based on Oculus Rift technology went live, as did a project to adapt that solution to fit HTC Vive, which is expected to launch in the first half of 2017. Next steps are to improve demo features, and to look at editing in VR and how augmented reality (AR) can best be used.

The ability to create panoramic renderings has been added; these renderings can be published and viewed directly in MyConfigura with a computer or a smartphone and a compatible cardboard headset such as Google Cardboard. Our partners can create solutions around this technology – Configura-partner Yulio was the first, creating a direct link from CET Designer to its VR publishing platform. Next up: we're developing the ability to create 360 movies – planned to launch in May 2017.

These solutions for smartphones are based on the user producing multiple renderings in six different directions to make it possible to "look around" and have an immersive experience. This graphics-intensive, high-quality content takes longer to create; to speed up the process, we launched a solution for distributing the rendering process to other high-end or under-used computers.

We believe that software should be easy to use and require minimal training – including the rendering function. Lighting especially can be difficult for non-trained users to master. We're working on simplifying the rendering-creation experience for all users and, at the same time, continuing to improve the high quality of renderings.

The effort to broaden the target group for the CET platform continues with a simpler user interface aimed at users who want to present solutions graphically. This effort involves tools to create and publish demo content as well as tools to demo and facilitate a discussion. The main target group is salespeople in the furniture industry, but the concept can be used in other industries as well.

China

With a first customer in China and a new office in Shenzhen in the pipeline, another focus for development has been how best to serve the Chinese market. A new infrastructure is now in place to distribute Extension and Catalogue content inside China. We're close to launching the next step, which involves development of content inside China, and for publishing both inside and outside of the country. The goal is for the CET platform to work seamlessly for users and developers all around the globe.

Material handling

CET Designer started in the kitchen industry, where kitchens are usually designed one at a time. CET Designer was, and is, ideal for these types of small drawings. Now, many years later, the performance boundaries have been pushed many times to support our office furniture customers. The base of the software has been reshaped over the years to make it possible to specify hundreds of workstations in a single drawing without any performance issues. Now, with CET Designer entering the material handling industry, scalability will be even more important, and performance will continue to be a high priority. Configura has started new initiatives to allow for configuring warehouses with thousands of pallet bays and hundreds of meters of conveyors.

One initiative is called Collaboration, a way to divide a drawing and let several users simultaneously edit. It can be used with different storage solutions. A small module handles communication with the server side without affecting the front end, and Configura and Configura partners can easily add in support for more back-end solutions.

Another initiative involves working with partners and users in the material handling industry to identify missing features or bottlenecks. The idea is to form a team that includes Configura developers who are focused on solving problems related to the industry. By collaborating and understanding customers' needs, the best solutions can be developed.

CET DESIGNER HIGHLIGHTS

- Tools for drawing and editing multiple floors to support the creation of multistory buildings were added.
- The Render Accelerator Extension for distributed rendering was launched.
- Two new utility Extensions were published: Kitchenette for basic kitchen layouts; and Stairs for stairs, railings and landings.
- Many new models were added to the Plants and Flowers Extension, and the Lights Extension also received new functionality through the addition of a custom-shaped ceiling with integrated lights.
- The PDF import functionality was extended with improved handling of image transparency as well as drag-and-drop support.

- The winning feature from our user poll – quick access to the dimensions tool – was implemented along with two other features from the poll.
- A 360-degree panorama option was added to Photo Lab to meet the increasing interest in easily accessible virtual reality technology.
- To encourage users to customize CET Designer to the task at hand, we expanded the work modes concept, which now enables users to create their own work modes from scratch.
- The Virtual Reality Extension was launched with support for the headset Oculus Rift.

CONFIGURA HIGHLIGHTS

- To ensure a continued positive experience for our users, we steadily increased our quality assurance efforts throughout the year.
- Our main event in 2016 was the launch of Catalogues in Configura.
- We extended the Walkthrough with gamepad support in order to make navigating even easier and more intuitive.
- Quick rendering was not only made faster but also better-looking.
- The preparations for switching to a 64-bit version progressed according to plan throughout the year.

SUPPORT & TRAINING

Configura's Training and Support team continues to evolve to meet the growing needs of our partners and users. In 2016, we added more team members in three of our offices (Linköping, Sweden; Grand Rapids, Michigan, USA; and Kuala Lumpur, Malaysia) to ensure adequate coverage for our 24-hours-a-day, five-days-a-week support offering.

Our training curriculum expanded significantly in 2016 to include regularly offered courses and webinars in CET Developer and Catalogues. These learning opportunities, like our CET Designer course offerings, are now available with both in-person and virtual options.

In 2016, we had almost 1,200 people participate in a CET Designer or CET Developer course or webinar. We also introduced a monthly CET Designer Facebook Live event as a way to focus on specific topics and engage users in an interactive learning experience. Another first was the addition of some training modules in Chinese.

In October, we hosted our CET Designer and CET Developer conferences in Grand Rapids, Michigan. This was the first year these conferences were held concurrently; doing so allowed for great interaction between developers and users, including a demo station to try virtual reality in CET Designer. Nearly 350 users, developers and partner representatives attended the two-day event. 2016 marked the ninth annual CET Designer User Conference, which has become an industry-wide learning opportunity recognized by American Society of Interior Designers (ASID), International Interior Design Association (IIDA), Interior Design Continuing Education Council (IDCEC) and major interior design publications.

Configura maintains a strong commitment to ensure world-class support, training teams and tools. Our representatives are technology and design experts who are passionate about supporting and educating our users and partners. We've created an infrastructure and content to make learning enjoyable and easy. We know transitioning to a new software solution can be daunting for new users, but we assure them we're there at every step in the process. Our close collaboration allows us to build long-term relationships that continually bring new members into the Configura community.

PARTICIPANTS IN
COURSES OR WEBINARS

1,200

Kelsey DeBruin

As Configura's training team leader, Kelsey DeBruin can be found talking aloud to herself or helping CET Designer end-users find their "Ah-Ha" moments. Every Configuran plays an important role in the whole Configura experience, and Kelsey's is crucial to the user's experience.

What is a day in the life of a training team leader like?

"My day-to-day varies and largely depends on what's coming down the pipeline. If I'm creating videos for a manufacturer or for training, you'll find me holed up in our storage closet because it's the quietest place in the office. If it's time for a Facebook Live event, you'll find me staring into my webcam talking to myself, either as a practice run or the real deal. When the CET Designer User Conference is approaching, you'll find me on the phone asking weird questions like, 'Can I order 20 of your super-hero costumes?' I love the variety in my job and the ability to see things go off without a hitch."

How do you, as a training team leader, contribute to the development of Configura?

"My main focus is training and how we can evolve training to make it better, both internally and for our end-users. We want training to be sustainable, enjoyable and, of course, educational. The amount of time that I spend with end-users gives me special insight, not only in developing my role but also in collecting feedback to help Configura grow."

FAST FACTS

Name: Kelsey DeBruin

Title: Training Team Leader

Born: May 2, 1989

Configura office: Grand Rapids

Years at Configura: 3

Favorite Configura pastime:
Fishbowl Friday

What is the most challenging part of your job?

"The most challenging part for me, even though I wouldn't change anything about it, is having to switch my mind on and off to all my different roles. In one day, I could be switching back and forth between training, events, education programs, livestreaming, video tutorials, etc."

As a company, we have coined the term "Configuran" to describe our employees. How do you define a Configuran?

"I'm going to use an existing description instead of creating my own definition because I think this one fits perfectly: unique, being the only one of its kind; unlike anything else."

COMPLEXITY MADE
SIMPLE

For more than 70 years, Maars Living Walls has offered standard and custom solutions for a wide range of industries. With a reputation for aesthetics and high-quality walls, this Dutch company delivers solutions to 45 countries through a worldwide network of selected dealers in Europe, North and South America, the Middle East and South Asia.

Maars Living Walls was founded as a lighting fixtures company in 1946 in Amsterdam, Netherlands. When the company moved to Harderwijk – an hour east of Amsterdam – in 1960, they expanded operations to incorporate ceiling fixtures and eventually also wall systems. Today, Maars solely focuses on walls – especially Living Walls.

"Living Walls summarizes all the possibilities of our walls," says Harriët Bos, marketing and communications manager at Maars. "Walls come to life by adding colors and integration. They affect your surroundings, life and work because it's not just partitioning – you can add TV screens, ventilation and even hang furniture on our walls."

Creating Maars 4D

Maars' first encounter with Configura was at the NeoCon World's Trade Fair in Chicago, Illinois, USA. The company was researching software solutions to streamline the sales process. Only a few months after the initial meeting, the project to create Maars' CET Designer Extension, Maars 4D, took off.

Harriët Bos, Marketing and Communications Manager at Maars Living Walls.

CASE STUDY:
MAARS LIVING WALLS

Maars is the world market leader in the field of partition walls. They combine years of experience by effortlessly merging special innovations, aesthetics and performance. Maars pushes the boundaries, continually making progress in the fields of design, soundproofing, multimedia and fireproofing. The integration of new high-tech systems and intelligent solutions in walls create a wealth of new opportunities.

Maars brings walls to life with the unique concept of Maars Living Walls. Maars offers both standard and customized solutions in, for example, offices, airports, factories, cinemas, shops and hotels. Also in the public sector, Maars has taken the lead with applications including hospitals, public institutions, universities and schools.

The biggest benefits we've seen with introducing Maars 4D are better lead times and a significant lower risk on mistakes. In only six months, the manual input for our orders have declined from 80 to 20 percent. This is due to the fact that Maars 4D has changed the entire structure of our company. The sales process has been streamlined for everyone that's involved with sales, engineering, calculations and ordering of Maars components. Instead of ordering manually through our ERP system, everything goes through Maars 4D.

Sepp Voois, IT Manager at Maars Living Walls.

Maars 4D consultant Richard Schreuder – under the leadership of IT manager and Maars 4D project manager Sepp Voois – has been part of the project from the beginning and is responsible for implementing Maars 4D.

"Before we started using CET Designer, we worked internally with a plugin that we had developed ourselves for AutoCAD. Everything was in 2D and all calculations, elevations and documentation had to be done manually," Richard says. "When we were looking to upgrade our systems, we knew we needed something that could help us with visualization for our customers. We were also looking for a platform that could help us reach new markets. CET Designer was a great fit for both."

Walls are complex – Maars 4D is not

Maars was also looking for a tech company with previous experience working with walls because specifying walls quickly can become very complicated. Maars' walls, for example, only come with minimum and maximum measurements but, other than these limitations, their walls can be anything and everything in between.

This flexibility offers virtually unlimited options for the specifier – but it also means there are a lot of rules for how the product works and should be built. A small change in length can mean big changes in the parts and pieces that go into the wall.

However, a company like Maars doesn't just stop there. They've taken their products – and also the complexity – one step further by making it possible to combine different systems in order to bring various product lines together.

"It's been tricky – but something that we've succeeded with in Maars 4D is to take all these rules, which make our products so complicated, and present them in an easy and intuitive way to the user," Richard says.

One test of the usability of the Maars Extension was when the company showcased it at Configura's 2016 CET Designer User Conference to more than 300 attendees.

Richard Schreuder, Maars 4D Consultant at Maars Living Walls.

"The users were very enthusiastic about how user friendly it was for such complex products," Richard says. "The event helped us to reach potential dealerships to work with, but what we found even more valuable was the networking. We were able to talk to other manufacturers to learn what they're doing and how they've solved their problems."

Configura's developers, who have helped to launch a number of cool CET Designer Extensions, agree that the Maars 4D Extension has hidden the complexity especially well.

"It's an impressive Extension," says Sofie Rönnberg, a senior application consultant at Configura and the Maars project manager. "The products are very complex, but the Extension is created in a way that you don't actually have to know anything about walls to be able to draw and use it."

Releasing the Extension

When it was time for release, Maars decided to launch the Extension in two phases. First, they gave their internal sales department access to use it. This phase helped Maars to collect feedback and polish the Extension before releasing it to all their dealers.

The transition to get CET Designer into all Maars dealers was quick. In just a few months, Maars had reached 200 users, and 80 percent of all sales were being done in CET Designer with the Maars 4D Extension.

"Changing to CET Designer was not a hard transition because the whole company was standing behind it," Richard says. "Everyone from management to engineering knew it needed to be done – it was only a question of when."

Streamlining the sales process

One of the goals with creating Maars 4D was to streamline the sales process. Previously, Maars' dealers had to send all information to Maars' headquarters for specification. At headquarters, Maars had multiple departments that would spend days quoting and calculating designs for customers. Once an order was ready, other teams had to manually create elevation drawings and installation documents.

With CET Designer, this process has been simplified, enabling the same team of engineers to create all information by themselves in a much shorter time span.

This process has been further improved since the Maars 4D Extension was released to the external dealers. Many dealerships have become more independent since they no longer need to send all information to Maars' headquarters. The dealers can finalize calculations, quotations and order documentation by themselves. Many functions – such as creating elevations – are as easy as the click of a button.

Dealers have been reporting multiple benefits with the new solution, but the instant pricing is one of the main benefits that Maars considers a game-changer. It's a win-win for both Maars and the dealers – headquarters benefits because they don't need to do quotes for everyone, and dealerships can deliver better and faster services to their customers.

Additional benefits to customer service include the many visualization capabilities that CET Designer offers. The solution has made it easier for dealers to present their ideas to their customers.

"We work with many interior designers who want to combine our walls with their furniture interiors," Richard says. "For example, we work with some Steelcase dealers in the United States who are already used to working with CET Designer, so it's easy for them to bring in our Extension. It has also been a great advantage for our dealers in Europe since we're one of the first companies to implement it here – we're beating the competition."

Taking over development

The Maars 4D Extension is developed on the CET platform, which means that Maars can reap the benefits of being a part of a multi-industry solution – something that fits their interests. They also get access to new features that are released in the core program, as well as the option to use their own developers.

Juliana Osmalia, Production Worker at Maars Living Walls.

Maars 4D helps us provide a more advanced and efficient way to present our products, and also contributes to better support for our dealers throughout the world. One of the main reasons we introduced Maars 4D was to compete in the USA, because without it, we're not taken seriously. In Europe, on the other hand, we are the first partitioning systems manufacturer with a 3D design and order system. This will keep us ahead of our competitors.

Menno de Vries, CEO at Maars Living Walls.

Maars recently decided to hire a developer to continue development of their Extension in-house. Six months into the project, Sebastiaan Haverkate is fully up to speed and developing Maars 4D together with the team at Configura.

"I found the platform and CM programming language pretty easy to learn and work with," Sebastiaan says. "I knew very little about walls before I started here, but it's exciting to see all the possibilities."

With future developments ahead, Sepp Voois and his team are looking forward to continued partnership with Configura.

"It's a lot of fun to work with Sofie and her team at Configura," Richard says. "Sometimes it's been difficult to explain what each side needs since we know our products but not necessarily programming, and the team at Configura knows programming but not so much about our products – but I think we really succeeded in creating a great solution together."

Sebastiaan Haverkate, Maars 4D Developer at Maars Living Walls.

CORPORATE
CLIMATE

Configura's corporate climate is characterized by one word: empowerment. Empowerment means we feel a strong work enthusiasm and satisfaction, have a high level of responsibility and loyalty, experience few conflicts and see a high common productivity. To achieve these results, we live by our core values.

CORE VALUES

WE ARE INNOVATORS

We founded Configura because we saw a need for a new product that had not yet been invented. This curiosity for new solutions still plays a prominent role at Configura. We continually seek new ideas and creativity in all of our employees. Our employees are inspired, engaged and work for new-thinking and lasting solutions that will increase business not only for Configura but also for our customers around the world.

WE ARE TEAM PLAYERS

At Configura, we are prestigeless, which means that we look to Configura's overall vision before personal gain and are open to reevaluation. We foster good communication and collaboration across teams, and we all work with the entire company's best interests in mind. Therefore, all of our employees have a strong will to help each other to find the best possible solutions. To achieve good team spirit, we work in small, flexible teams that can respond quickly to customers' needs and changing market conditions, and where each individual is valued and encouraged to contribute with his or her specific ideas and abilities.

WE ARE COMPETENT

Configura's employees come from varied academic and professional backgrounds. This functional mix of competencies and personalities in each team delivers organizational results and contributes to each associate's professional development. We pride ourselves on a low employee turnover, which has led to a high level of expertise and competence. We continue to invest in future development through education, training and company-sponsored physical fitness programs.

WE ARE LEADERS

Each individual plays a valuable part in the development of Configura. Our leaders inspire and motivate, because their main responsibility is to empower all employees. Our leaders are role models who encourage every employee to take initiative and responsibility for individual projects.

WE ARE COMMITTED

We're driven by innovation, longevity and simplicity, and we have high ambitions for the future. As innovators in our field, we don't just settle for being leaders; we also want to be the obvious choice for any company in need of configuration and space-planning solutions. We're on our way to achieving this goal. And we're having fun getting there.
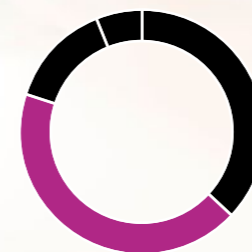
AGE
20–29, 37%
30–39, 43%
40–49, 14%
50–59, 6%
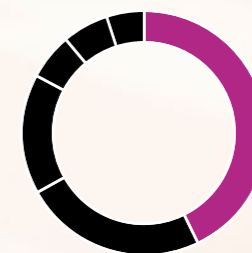
FUNCTION
CONSULTANTS, 43%
RESEARCH AND DEVELOPMENT, 24%
SUPPORT AND TRAINING, 16%
MARKETING AND SALES, 6%
IT, 6%
ADMINISTRATION, 5%

GENDER
MALE, 75%
FEMALE, 25%

EDUCATION
ACADEMIC STUDIES:
4 YEARS OR MORE, 65%
3 YEARS OR MORE, 22%
UP TO 3 YEARS, 4%
NONE/LESS THAN 2 YEARS, 9%

CORPORATE SOCIAL RESPONSIBILITY

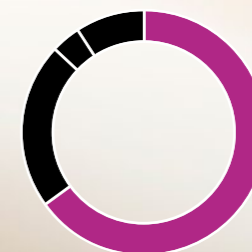Configura's support for an Indonesian **turtle preservation** project increased in 2016 from USD 10,000 to 20,000 – ensuring that the mission to save one of the last large turtle nesting places in Indonesia can continue long-term. The project rescues endangered turtles' eggs from poaching on the uninhabited Bangkaru Island in the Aceh Province of Indonesia.

In 2017, a volunteer program will launch to ensure proper staffing of the beaches as local staff is not enough. The volunteer program will help in spreading awareness and increasing engagement, with volunteers becoming ambassadors for turtle preservation.

Read more about the project at www.configura.com/haka.

Fostering the future of **software innovation** is of great importance to Configura. Introducing new generations to the world of programming plays a major part in this endeavor, and Configura continually looks to support local software initiatives. We currently support Kodcentrum, a nonprofit organization that introduces programming to children ages 9 to 13 for free; and we support East Sweden Hack, the largest hackathon in the east Sweden region. In 2017, Configura will support additional software initiatives in several company locations.

Health continued to be a focal point for Configura in 2016. Configura offers all employees the opportunity to take part in an initiative called the Configura Exercise Campaign where fitness activities can be registered and rewarded. All employees are given health benefits – such as discounted gym memberships and free group-training opportunities – to encourage an active lifestyle. Configura also promotes community health, supporting such sports organizations as the Grand Rapids Griffins and the Forest Hills High School varsity hockey team in West Michigan, and the Linköping Hockey Club and Linköpings FC in Sweden.

ENVIRONMENTAL POLICY

At Configura, we work to minimize the impact of our business on the environment. Within the company, we actively work to spread knowledge about and commitment to environmental issues.

Configura will:

- Give priority to purchasing as well as using products and services with the least environmental impact
- Endeavor to reduce our energy consumption
- Minimize the amount of waste we produce
- Encourage electronic documentation, marketing and commerce
- Make environmental demands of our suppliers
- Continually improve our environmental work

BOARD
OF CONFIGURA

GÖRAN RYDQVIST
VP Research & Development,
born 1964.
M.Sc. Computer Science
and Engineering, Linköping
University of Technology.

SUNE RYDQVIST
Chairman, born 1938.
Entrepreneur and inventor.
Sune has been a driving
force in the development
of Configura.

NIELS MADSEN
CFO, born 1961.
MBA, INSEAD. B.Sc.
Stockholm School of
Economics and Business
Administration.

JOHAN BENGTSSON
VP Marketing, born 1960.
M.Sc. Mechanical Engineering,
Chalmers University of Technology.

JOHAN LYREBORN
CEO, born 1963.
M.Sc. Computer Science and Engineering,
Linköping University of Technology.

FINANCIAL
REPORT

20 16

Five-Year Summary

Summary of the Configura Group's financial development 2012-2016

	2016	2015	2014	2013	2012
Net sales, SEK T	144,025	107,039	81,391	76,191	72,664
Profit/loss after financial items, SEK T	22,249	12,705	6,421	2,340	4,611
Total assets, SEK T	66,706	46,256	30,723	28,538	26,548
Number of employees	121	100	92	92	81
Equity/assets ratio, %	41	36	35	32	39
Operating margin, %	14	12	6	3	7

Definitions of the key ratios used are given in Note 1.

Consolidated statement of changes in equity

	Share Capital	Other capital contributions and net profit for the year	Total equity
Opening balance, 1 January 2015	200	10,571	10,771
Dividend to shareholders	-	-3,798	-3,798
Change in translation difference Configura Inc	-	-57	-57
Change in translation difference Configura Pacific Sdn Bhd	-	-257	-257
Net profit for the year	-	9,853	9,853
Closing balance, 31 December 2015	**200**	**16,312**	**16,512**
Opening balance, 1 January 2016	200	16,312	16,512
Dividend to shareholders	-	-6,012	-6,012
Change in translation difference Configura Inc	-	-226	-226
Change in translation difference Configura Pacific Sdn Bhd	-	-229	-229
Net profit for the year	-	17,464	17,464
Closing balance, 31 December 2016	**200**	**27,309**	**27,509**

Proposed appropriation of profits

Available for appropriation by the Shareholders' meeting:

Retained earnings, SEK	2,436,279.03
Net profit for the fiscal year, SEK	19,641,081.97
	22,077,361.00

The Board of Directors and the CEO propose that the profit be appropriated as follows:

Dividend to the shareholders, SEK	20,001,924.00
To be carried forward, SEK	2,075,437.00
	22,077,361.00

Earnings and financial position

The Company's earnings and financial position at year-end are presented in the following Income Statements, Balance Sheets and notes thereto.

Consolidated Income Statement

SEK thousand	Note	2016	2015
	1,2		
Operating income			
Net sales		144,025	107,039
Total operating income		**144,025**	**107,039**
Operating expenses			
Other external expenses	3,4	-41,916	-30,567
Personnel expenses	5	-80,227	-62,701
Depreciation of tangible fixed assets	6,7	-1,315	-480
Other operating expenses		-	-677
Total operating expenses		**-123,458**	**-94,425**
Total operating income		**20,567**	**12,614**
Income from financial investments			
Income from securities and receivables which are fixed assets		18	-150
Other interest income		1,309	1,006
Interest expense and similar financial items		355	-765
Total income from financial investments		**1,682**	**91**
Income after financial items		**22,249**	**12,705**
Tax on income for the year	8	**-4,785**	**-2,852**
Net income for the year		**17,464**	**9,853**

Consolidated Balance Sheet

SEK thousand	Note	12/31/2016	12/31/2015
	1,2		
ASSETS			
Fixed assets			
Tangible fixed assets			
Costs of improvements to leased property	6	2,198	488
Equipment, tools, fixtures and fittings	7	3,146	830
Total tangible fixed assets		**5,344**	**1,318**
Financial fixed assets			
Other long-term receivables	9	220	400
Deferred tax asset	10	42	-
Total financial fixed assets		**262**	**400**
Total fixed assets		**5,606**	**1,718**
Current assets			
Inventories, etc.			
Finished goods and goods for resale		126	83
Total inventories, etc.		**126**	**83**
Current receivables			
Accounts receivable – trade		15,787	9,998
Current tax assets		180	166
Other current receivables		781	1,217
Prepaid expenses and accrued income	11	9,479	7,224
Total current receivables		**26,227**	**18,605**
Cash and bank balances	12,13	**34,747**	**25,850**
Total current assets		**61,100**	**44,538**
Total assets		**66,706**	**46,256**

SEK thousand	Note	12/31/2016	12/31/2015
EQUITY AND LIABILITIES			
Equity			
Share capital		200	200
Other equity including result for the year		27,309	16,312
Total equity		**27,509**	**16,512**
Provisions			
Deferred tax liabilities	10	-	1,313
Total provisions		**-**	**1,313**
Current liabilities			
Advance payment from customers		19,934	15,175
Accounts payable – trade		5,366	4,313
Income tax liabilities		4,798	374
Other current liabilities		1,914	1,556
Accrued expenses and deferred income	14	7,185	7,013
Total current liabilities		**39,197**	**28,431**
Total equity and liabilities		**66,706**	**46,256**

Notes for Group

Note 1   Accounting principles

The annual report and consolidated accounts are prepared with the application of the Swedish Annual Accounts Act and the general recommendation of the Swedish Accounting Standards Board, BFNAR 2012:1 Annual reports and consolidated accounts (K3), just as previous year.

Consolidated accounts

The Company prepares consolidated accounts. Subsidiaries are included in the consolidated accounts from the date on which control is transferred to the Group. They are excluded from the consolidated accounts from the date on which control is relinquished.

The Group's accounts have been prepared according to the purchase method. The acquisition date is the date on which control is obtained. Identifiable assets and liabilities are initially valued at fair value on the acquisition date. Goodwill is comprised of the difference between the acquired identifiable net assets on the acquisition date and the acquisition cost, including the value of minority interests, and is initially valued at acquisition cost. Intra-Group balances between Group companies are eliminated in full.

Subsidiaries in other countries prepare their annual reports in foreign currencies. The items in these companies' balance sheets and income statements are translated at the closing rate or the spot rate, respectively, on the date on which the business transaction took place. Any translation differences which arise are reported in the Group's equity.

Foreign currencies

Monetary assets and liabilities in foreign currencies have been translated at the closing rate. Transactions in foreign currencies are translated at the spot rate on the transaction date. Gains and losses on receivables and liabilities relating to operations are reported at net value under "Other operating income" or "Other operating expenses".

Income

Sales of licenses are reported on delivery to the customer, in accordance with the terms of sale. Sales are reported at net value after VAT, discounts and exchange rate differences when sales are made in foreign currencies. Income from the leasing of licenses and maintenance agreements is reported in the period in which the service is utilized.

For fixed price service assignments, the revenues and costs attributable to a service assignment in progress are reported as income and expenses, respectively, in relation to the degree of completion of the assignment as of the balance sheet date (percentage of completion method). The degree of completion of an assignment is determined by comparing the expenses incurred on balance sheet date with the estimated total expenditure. In the event that the outcome of an assignment cannot be reliably estimated, income is reported only to the extent that it corresponds to expenses which have arisen in the course of the assignment and which are likely to be reimbursed by the client. Any anticipated losses on an assignment are reported as expenses on an on-going basis.

For service assignments executed on a contract basis, revenues attributable to a service assignment in progress are reported as income in pace with the execution of the work and as the material is delivered or consumed.

The principles for the recognition of income from service assignments and contract work in the Parent Company are described in the section "Parent Company accounting principles".

Income tax

Current tax is valued according to the tax rates and regulations enacted as per the balance sheet date. Deferred taxes are valued according to the tax rates and regulations announced as per the balance sheet date. Deferred tax liabilities regarding temporary differences which are attributable to investments in subsidiaries are not reported in the Group's accounts, as the Parent Company may, in all cases, determine the point in time for the reversal of the temporary difference, and it is not considered probable that a reversal will be made in the foreseeable future. Receivables and liabilities are reported in a net amount only when a legal right of set-off exists. Current tax, as well as changes in deferred tax, is reported in the income statement unless the tax is attributable to an event or transaction reported directly in equity. The tax effects of items that are reported directly in equity are also reported directly in equity.

Intangible assets

The Company applies the write-off model for internally-generated intangible assets. Costs under this model are reported as expenses as and when they arise.

Tangible fixed assets

Tangible fixed assets are reported at acquisition cost reduced by the amount of depreciation. The acquisition cost includes expenditure that is directly attributable to the acquisition of the asset. When a component of a fixed asset is replaced, any remaining portion of the replaced component is scrapped and the new component's acquisition cost is capitalized. Costs referring to assets which are not divided into components are added to the acquisition cost if they are expected to provide the Company with future economic benefits, to the extent that the performance of the asset increases relative to the value of the asset as of the acquisition date. Costs for repairs and maintenance are reported as expenses. Capital gains and losses on sales of fixed assets are reported as "Other operating income" or "Other operating expenses", respectively.

Tangible fixed assets are depreciated systematically over their estimated useful lives. The following periods of depreciation are applied:

Equipment, tools, fixtures and fittings   *5 years*
Improvements to leased property   *5 years*

Financial instruments

Financial instruments reported in the balance sheet include securities, accounts receivable and other receivables, and accounts payable. Such instruments are reported in the balance sheet when the Company becomes party to the instrument's contractual terms. Financial assets are removed from the balance sheet when the right to receive cash flows from the instrument has expired or been transferred, and the Group has relinquished, in all material respects, all of the risks and benefits associated with the ownership of the asset.

Financial liabilities are removed from the balance sheet when the obligations have been settled or have otherwise been extinguished.

Accounts receivable and other receivables
Receivables are reported as current assets. Receivables are reported at the amounts expected to be received after deductions for individually-assessed bad debts.

Other investments held as fixed assets
The item consists of participations in economic associations. These participations are intended for long-term holding. Assets included in the item are initially reported at acquisition cost. In subsequent reporting periods, the participations are reported at acquisition cost with consideration given to any impairment requirements.

Accounts payable – trade
Accounts payable are reported at acquisition cost.

Set-off of financial receivables and financial liabilities
A financial asset and a financial liability are set off and reported in a net amount in the balance sheet only when a legal right of set-off exists and when a payment in a net amount is intended to take place, or when the simultaneous sale of the asset and settlement of the liability is intended to take place.

Impairment testing of financial fixed assets

On each balance sheet date, the Company assesses whether there is objective evidence of an impairment requirement in any of its financial fixed assets. In the event that an asset has decreased in value, and this decrease is deemed to be permanent, the asset is impaired. Impairment is reported in the income statement item "Profit/loss from other securities and receivables accounted for as fixed assets". Shares, participations and other individual, significant financial fixed assets are tested for impairment on an individual basis. The impairment of assets valued at amortized cost is calculated as the difference between the asset's reported value and the present value of Company management's best estimation of the future cash flows, discounted by the asset's original compound interest. If shares are to be impaired, the amount is determined as the difference between the reported value and the higher of fair value less selling expenses and the present value of the future cash flows (based on Company management's best estimation).

Inventories

Inventories are valued at the lower of either acquisition cost or net realizable value. The acquisition cost is established with the application of the first-in, first-out method (FIFO).

Employee benefits

Short-term remuneration in the Group consists of salaries, Social Security contributions, holiday pay, paid absence due to illness, health care and bonuses. Short-term remuneration is reported as an expense and a liability when there is a legal or informal obligation to pay remuneration.

Cash Flow Statement

The cash flow statement has been prepared using the indirect method. The reported cash flow includes only those transactions that have resulted in receipts or payments.

Parent Company accounting and valuation principles

The Parent Company applies the same accounting and valuation principles as the Group, except for the areas stated below.

Income

Fixed price service assignments are reported in accordance with the directives stipulated in the Income Tax Act. Income and expenses from fixed price assignments are reported during the length of the assignment as work in progress in the balance sheet and are only reported in the income statement once the assignment has been completed.

Equity

Equity is divided between restricted and non-restricted equity, pursuant to the division stipulated in the Annual Accounts Act.

Untaxed reserves

Untaxed reserves are reported at gross value in the balance sheet, including the deferred income tax liabilities attributable to the reserves

Appropriations

Changes in untaxed reserves are reported as appropriations in the income statement. Group contributions are reported as appropriations. However, Group contributions provided to subsidiaries are reported as an increase in the reported value of the participation.

Shares and participations in subsidiaries

Shares and participations in subsidiaries are reported at acquisition cost less any impairment. The acquisition cost includes the purchase price paid for the shares plus costs related to the acquisition. Any capital contributions or Group contributions are added to the acquisition cost as and when they are paid. Dividends from subsidiaries are reported as income.

Definitions of key ratios

Equity/assets ratio

Equity and untaxed reserves (less deferred tax) as a percentage of total assets.

Operating margin

Operating profit/loss as a percentage of net sales.

Note 2 Estimates and judgements

The Group makes estimates and judgements about the future. Those estimates and assumptions which imply a significant risk of material adjustments in the reported values of assets and liabilities during the coming financial year are addressed below.

Remaining hours of work in progress

The Group engages in two variants of customer projects; continuous basis or fixed price. The projects always share the same characteristics, i.e. adapting the customers' product ranges to our platforms, Configura and CET Designer. The scale and duration of fixed price projects varies from project to project and from customer to customer. The projects are undertaken in accordance with the Group's project model, which is based on the agile development and project methodology, Scrum. This project model, in tandem with the Company's extensive experience, helps our project managers to estimate the number of hours remaining on projects in progress. At year-end, the number of on-going fixed price projects was 1, and the total number of hours remaining was estimated at 55.

Valuation of accounts receivable – trade

As at the balance sheet date, the Group has outstanding material accounts receivable amounting to MSEK 16. The Company's assessment that it will receive the full outstanding amount is based on its good payment history, with no record of bad debt losses among current counterparties and that no significant amounts were overdue for payment as per the balance sheet date.

Note 3 Auditor's fees and compensation

	2016	2015
PwC		
Auditing	189	182
Other engagements than audit engagement	137	119
Other engagements	36	70
	362	**371**

Note 4 Operating leases

	2016	2015
Future minimum lease payments, payable under non-concellable leases:		
Due for payment within one year	5,017	5,269
Due for payment later than one year, but earlier than five years	10,480	14,042
Due for payment later than five years	-	936
	15,497	**20,247**
During the period leasing charged	5,474	3,045

The consolidated financial statements contains mostly of leased premises. Agreement on the lease of the premises which are the headquarters runs for five years with the possibility for the company to extend. Agreement on the rental of the other three premises runs for three years, also with the possibility of extension.

Note 5 Average numbers of employees, salaries, other remuneration and Social Security contributions

	2016	2015
Average number of employees		
Women	29	27
Men	92	73
	121	**100**

SEK thousand
Salaries and other remunerations amount to:

	2016	2015
Other employees	53,769	44,338
The Board of Directors and the CEO	1,800	1,800
Total salaries and remunerations	**55,569**	**46,138**
Statutory and contractual Social Security contributions	12,571	10,773
Pension expenses (of which 630 (630) are in respect of the Board of Directors and the CEO)	5,264	3,851
Total salaries, emoluments, Social Security contributions and pension expenses	**73,404**	**60,762**

Members of the Board and Senior Management

	2016		2015	
	Number on balance sheet date	Percentage of men	Number on balance sheet date	Percentage of men
Members of the Board	5	100%	5	100%
CEO	1	100%	1	100%

Note 6 Cost of improvements to leased property

	2016	2015
SEK thousand		
Ingoing acquisition value	488	510
Purchases	2,242	44
Translation differences	18	-66
-Depreciation	-550	-
Closing accumulated acquisition value	**2,198**	**488**
Closing residual value according to plan	**2,198**	**488**

Note 7 Equipment, tools, fixtures and fittings

	12/31/2016	12/31/2015
SEK thousand		
Opening acquisition value	5,651	5,137
Changes during the year		
-Purchases	3,082	504
-Translation differences	56	10
Closing accumulated acquisition value	**8,789**	**5,651**
Opening depreciation	-4,821	-4,322
Changes during the year		
-Depreciation	-765	-480
-Translation differences	-57	-19
Closing accumulated depreciation	**-5,643**	**-4,821**
Closing residual value according to plan	**3,146**	**830**

Note 8 Tax on profit for the year

	2016	2015
SEK thousand		
Current tax	-6,140	-2,465
Tax attributable to tax allocation reserve	-	-
Deferred tax	1,355	-387
Tax on profit for the year	**-4,785**	**-2,852**
Reported profit before tax	22,248	12,705
Tax based on current tax rate (22%)	-4,895	-2,795
Tax effect of non-deductible expenses	-128	-123
Tax effect of non-taxable revenue	5	-
Tax effect from previous years	3	68
Tax effect of standard interest on tax allocation reserve	-	-5
Effect of foreign tax rates	230	3
Reported tax expense	**-4,785**	**-2,852**

Note 9 Other long-term investments

	12/31/2016	12/31/2015
SEK thousand		
Opening acquisition value	400	550
Changes during the year		
-Depreciation	68	-150
-Sale of equipment	-248	-
Closing accumulated acquisition value	**220**	**400**
Closing book value	**220**	**400**

Note 10 Deferred tax

The difference between, on one hand, the income tax reported in the income statement and, on the other hand, the income tax incurred in the operations is comprised of

	2016	2015
SEK thousand		
Deferred tax on untaxed reserves	-24	-1,286
Cost of improvements to leased property	66	-
Deferred tax regarding percentage of completion method	-	-27
	42	**-1,313**

Note 11 Prepaid expenses and accrued income

	12/31/2016	12/31/2015
SEK thousand		
Prepaid royalty	5,841	4,586
Accrued yearly fee software	1,172	1,080
Prepaid rent	1,047	420
Prepaid insurance premiums	535	282
Other prepaid costs	884	856
Accrued income	-	-
	9,479	**7,224**

Note 12 Bank overdraft facilities

The credit facility granted amounts to SEK 1,000 thousand (SEK 1,000 thousand).

Note 13 Pledged assets

	12/31/2016	12/31/2015
SEK thousand		
Floating charges for bank overdraft facility	1,000	1,000
	1,000	**1,000**

Note 14 Accrued expenses and deferred income

	12/31/2016	12/31/2015
SEK thousand		
Accrued vacation pay	3,315	3,002
Accrued Social Security contributions	3,019	2,374
Other items	851	1,341
Percentage of completion method	-	296
	7,185	**7,013**

Linköping, April 10, 2017

Johan Lyreborn
CEO

Sune Rydqvist
Chairman of the Board

Göran Rydqvist

Johan Bengtsson

Niels Madsen

Complete Financial Statements

Pages 70-80 are a translation of Group figures in Configura Sverige AB's (Corporate Registration Number 556404-7156) official financial statements. In addition to the information included in this document, the official financial statements include figures of Parent Company and a Directors' Report. This report has been replaced by more substantial information on pages 1–67. Configura Sverige AB's official financial statements are available at the Swedish Companies Registration Office.

Audit Report

Jonas Leek, Authorized Public Accountant, has issued an Auditor's Report for the official financial statements. His Auditor's Report does not contain any comments. The auditor's recommendation to the general meeting of shareholders is that the income statements and balance sheets of the Group be adopted and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Linköping, April 10, 2017

Jonas Leek
Authorized Public Accountant

SOFTWARE AND COMPANY

CET Designer

CET Designer is a complete design, specification and visualization tool that allows designers and salespeople to complete every step of the sales and order process with one single program. Through rapid graphical configuration, it creates layouts in 2D and 3D as well as accurate quotes and order data. The program is designed as a multi-company solution, which means that end users can work with products from different manufacturers.

CET Developer

CET Developer is a complete and comprehensive programming environment that can be used to create Extensions for CET Designer. Ultimately used together with the Catalogue Creator, CET Developer has the power to create highly complex and sophisticated solutions including products, configuration rules, price calculations and connections to other systems.

Configura

Configura is a highly customizable graphical sales configurator available to manu-facturers. The system is built to fit a manufacturer's exact needs in terms of sales automation and has been successfully implemented in sales organizations in the Commercial Furniture, Material Handling and Industrial Machinery business segments.

InstantPlanner

InstantPlanner is a generic space planning tool used primarily by manufacturers, distributors, system integrators and consultants in the Material Handling industry. InstantPlanner is based on the same core technology as Configura. However, whereas Configura focuses on configuration and calculation, the main focus of InstantPlanner is on drawing and visualization of storage and warehouse solutions.

The Configura Group

Configura Sverige AB is the parent company of the Configura Group (referred to as Configura), which also includes the subsidiaries Configura CET AB, Configura Inc., Configura Pacific Sdn Bhd and Configura Software Technology (Shenzhen) Co., Ltd. Configura's operations are based on its proprietary software platforms: Configura, CET Designer, CET Developer and InstantPlanner. Configura licenses its software to customers based on a subscription model, with the license fee including new versions and support.

CONFIGURA