

BHJ A/S
Ulsnæs 33, 6300 Graasten

Annual report for 2020

CVR no. 11 42 34 18

To the Danish Business Authority

The annual report was presented and approved.
at the annual general meeting on 24 June 2021



(Chairman of the meeting)

	<u>Page</u>
INFORMATION ON THE COMPANY	1
FINANCIAL HIGHLIGHTS	2
MANAGEMENT REPORT	3-7
MANAGEMENT STATEMENT	8
INDEPENDENT AUDITOR'S REPORT	9-10
ACCOUNTING POLICIES	11-17
BHJ A/S	
INCOME STATEMENT	18
BALANCE SHEET	19-20
STATEMENT OF CHANGES IN EQUITY	21
NOTES TO THE ACCOUNTS	22-28

INFORMATION ON THE COMPANY

BHJ A/S
Ulsnæs 33
DK-6300 Gråsten

CVR no. 11 42 34 18

Board of directors:

Vilhelm Hald-Christensen (Chairman)
Christine J. Lauridsen
Duane Everett Willey
John F. Wheeler

Management:

Asger S. Jacobsen
Torben Matzen

Auditor:

EY Godkendt Revisionspartnerselskab
Nørre Havnegade 43
DK-6400 Sønderborg

State Authorised Public Accountant Christian S. Christiansen
State Authorised Public Accountant René Kirkegaard

Bank:

Sydbank A/S
Handelsbanken

Annual General Meeting

The Annual General Meeting will be held 24 June 2021.

BHJ A/S

Financial highlights and key ratios

	2016	2017	2018	2019	2020
	DKK '000	DKK '000	DKK '000	DKK '000	DKK '000
Consolidated income statement					
Revenue	1.464.573	1.512.609	1.517.598	1.487.919	1.680.203
Profit from ordinary activities	24.131	30.401	32.326	31.706	43.712
Operating profit (EBIT)	8.265	30.019	24.894	25.701	38.281
Financial items	(9.284)	(6.219)	(4.340)	(290)	41.385
Profit before tax	(3.651)	21.242	17.721	21.926	76.306
Profit for the year	(3.597)	15.743	13.006	16.091	67.493
Balance sheet					
Fixed assets	292.881	341.042	472.007	184.341	226.642
Current assets	407.711	389.922	397.881	429.860	471.435
Total assets	700.592	730.964	869.888	614.201	698.077
Investment in items of property, plant and equipment	4.938	22.077	18.634	56.237	77.100
Equity	250.859	270.190	282.118	268.507	301.291
Provisions	1.569	974	823	562	3.780
Interest-bearing debt	188.811	180.705	303.798	92.676	92.362
Non-interest-bearing debt	259.353	279.095	283.149	252.456	300.644
Number of employees at year-end	275	279	313	316	371
Key figures¹					
Operating margin	0,6%	2,0%	1,6%	1,7%	2,3%
Return On Capital Employed (ROCE)	1,7%	6,9%	4,8%	5,5%	10,2%
Return on equity	-1,4%	6,0%	4,7%	5,8%	23,7%
Debt ratio	75,3%	66,9%	107,7%	34,5%	30,7%
Equity at year-end	35,8%	37,0%	32,4%	43,7%	43,2%

¹ Key figures are calculated according to definition described under accounting policies

MANAGEMENT REPORT

Main activities

BHJ A/S operates with the following two business divisions:

- Essentia Protein Solutions
- BHJ

Essentia Protein Solutions develops, produces, and markets functional protein ingredients within meat processing, soup stock and nutrition.

BHJ purchases, processes, and sells meat and fish raw materials for the pet food industry and trades within food in meat and fish-products.

Development in activities and financial performance

There were no significant events or major changes in the activities in 2020.

Revenue has increased by 12,9% compared with 2019.

BHJ A/S generated an EBIT of DKK 38,3 million in the financial year 2020, compared with DKK 25,7 million in 2019 – an increase of 49%. This development is considered as satisfactory and in line with expectations.

BHJ A/S posted a profit before tax of DKK 76,3 million. The result for 2020 was positively affected by a one-off income of DKK 40 million from sales of securities.

Total assets amount to DKK 698,1 million, of which equity amounts to DKK 301,3 million, equal to 43,2%.

Outlook

The overall expectation for BHJ A/S in 2021 is a positive development and improved earnings in EBIT compared to 2020.

Special risk

It is BHJ A/S' policy to adequately hedge all major risks.

Being affected by global veterinary factors, BHJ A/S takes a proactive approach to quality assurance and production hygiene.

Due to the international scope of BHJ A/S' activities, exchange rates as well as national interest rate levels may have an impact on BHJ A/S' results, cash flows and shareholder's equity. BHJ A/S hedges all major foreign exchange risks. The group's interest exposure is adjusted on an ongoing basis to the current yield curve and its expected developments.

MANAGEMENT REPORT

Corporate social responsibility

BHJ A/S has a set of values that significantly reflects the attitude and behavior in the everyday life. Values come from within BHJ A/S and reflect what we stand for. Employees everywhere in BHJ A/S act out these values every single day. This set of values acts as a guide and is the foundation for big and small decisions which makes up a common platform.

The business is building on close and long-term relationships with customers and suppliers. Respect for individuals plays an important role in the basic values and find it natural to act in a proper way – ethically correct and in accordance with legislation. Building and maintaining long-term cooperative relations is only possible when constantly focusing on these areas.

BHJ A/S constantly seek to run its business in a responsible manner and make a positive contribution to the society and the environment. This is done by developing and implementing responsible business practices and principals, within the areas, climate and environment, human rights, work environment and anti-corruption. These principles are common for everyone within BHJ A/S and is also available on the website.

Environment and climate

Contents:

BHJ A/S aims to be an environmentally responsible company that shows optimal consideration for the environment in its current activities or when planning new activities.

Sustainability is all about safeguarding the natural resources and utilizing these in the best possible way while avoiding waste and ensuring energy consumption and CO₂ emissions are at a minimum. From the foundation of BHJ A/S it has always been the core business to utilize the raw materials that would otherwise go to waste and continuously strive to add value to these raw materials. Simultaneously focusing on quality and food safety we maintain an efficient, profitable, and sustainable business.

Efforts and Activities:

BHJ A/S has established an environmental management system where the aim is to be aligned with the environmental policy. The policy is a natural part of the objectives for product quality and production conditions.

BHJ A/S has specific environmental targets for most plants, and an ongoing registration and assessment of major environmental impact factors for the plants are being listed. BHJ A/S invest in energy efficiency to make sure that the facilities produce more with less energy and to minimize CO₂ emissions and waste.

To monitor, adjust and improve the overall environmental impact, BHJ A/S are in the process of implementing a monitoring system that makes it possible to keep track of the water, heat and energy consumption. More importantly, the system recognizes utilities or processes that needs to be upgraded or developed to continuously decrease the overall environmental footprint.

MANAGEMENT REPORT

Results and expectations for the future:

In 2020, the following actions have been done:

- At the petfood factory in Graasten, the previous light sources have been replaced with new more energy-efficient LED lights.
- At the factory in Løkken, two old evaporators have been replaced with one larger and more environmental and energy-efficient evaporator.
- At the Pet Food factory in Graasten, twelve old evaporators have been replaced with seven larger and more environmental and energy-efficient evaporators.
- At the Essentia factory in Graasten a central heating installation have been made. This includes replacement of three old gas sources. The new installation is purely operating on green energy.
- At the Essentia location in Hobro the previous light sources have been replaced with more energy-efficient LED lights, which annually reduce the energy consumption with more than 900.000 kWh
- At the Hobro location the heating of six gas mill driers have been changed from pure gas heating to a 50/50 split, between gas and electricity.

Implementation of projects are constantly an on-going process. The purpose is the focus on reduction of energy consumption in the short term as well as in the long term and making environmental improvements. The effect of these projects is shown in even larger energy savings.

Human rights

Contents:

BHJ A/S support and respect protection of internationally proclaimed human rights and acknowledge the importance of a constructive collaboration in the society.

Efforts and Activities:

The Petfood plants are SMETA audited on a regularly three-year basis. The petfood plant in Graasten were latest audited in 2019 and the Petfood plant in Løkken were audited in 2020.

The scope of a SMETA audit consist of 4-pillars; Labour Standards, Health & Safety, Environment and Business Ethics and incorporates both the ETI Base Code, and other key ethical related requirements and respect of human rights including sub-contraction, Home working and Entitlement to work.

Results and expectations for the future:

The SMETA audit in 2019 at the plant in Graasten were completed successfully and without any remarks. The Graasten plant will be audited again in 2022.

The Audit in 2020 at the plant in Løkken were completed with two non-conformances concerning health & safety and labour standard. The one non-conformance triggered a follow-up audit. At this audit, no non-conformances were found. The next audit in Løkken is scheduled to 2023.

It is of great importance for BHJ that these SMETA audits in the future, will be completed without any remarks as well. An evidence that BHJ works according to the CSR and meet the national and international standards regarding Labour Standards, Health & Safety, Ethics and Environment.

MANAGEMENT REPORT

Work environment (social/employment)

Contents:

In respects to employment rights BHJ A/S support the freedom of association and the effective recognition of the right to collective bargaining.

BHJ A/S comply with applicable laws and industry standards on remuneration and working hours. BHJ A/S is against forced labor, and the employees are employed of their own free will. Furthermore, BHJ A/S is against discrimination based on ethnic or national origin, religion, sex, sexual orientation, age or political affiliation and we dissociate child labor.

In case of long-term illness, a close dialogue with the employee is established to retain her/him in the job. The aim is also to support employees in the best possible way in case of personal crises. In general, the intension is to have a physically and mentally strong working environment and build the cooperation on true respect for and interest in one another.

Efforts and Activities:

BHJ A/S recognizes that the involvement of the employees contributes to the future success of the business. A core focus is continuously to develop the competences of the employees to comply with job requirements and needs. In BHJ A/S, the opinion is that to grow the business, creating results and shaping the future, the employees are the most important asset.

To maintain and develop the necessary skills, we have during the previous 5 years had a training and coaching program in BHJ A/S for the managers and white collars. Every second year we have a survey being done to evaluate the outcome. Both business and people drivers are being measured. The last survey was completed in 2019. Due to covid-19 these sessions were postponed to 2021. In 2020 the focus has been on health and safety. Besides putting up restrictions and procedures due to Covid-19 we started a two strings health and safety organization across all BHJ A/S sites. The focus of this work has been to eliminate accidents on the sites and to improve the working environment. We have elected members to the organization and besides held two meetings in 2020. In 2020, we have also started an initiative around employee development and training for the hourly paid employees. However, due to Covid-19 this is only at the planning level yet. There is a clear expectation that the process will be initiated in 2021.

Results and expectations for the future:

The overall global result of the Culture Survey 2019 showed an increase on the score compared to the last survey. Before and after the survey managers and employees participated in global training in order to gain new skills and mindset supporting the realization of our strategy within our mission and vision. As a side effect we have got a better cooperation internally as well as employees have got a more holistic understanding of our business.

MANAGEMENT REPORT

Anti-corruption

Contents:

BHJ A/S work against all kinds of corruption.

Efforts and Activities:

There are not established any specific activities or efforts regarding anti-corruption, but clear instructions are given on a continuous basis that participation in any kind of corruption is not acceptable.

Results and expectations for the future:

Until now, there is no knowledge about any kind of corruption, and this is also the clear expectations for the future.

It is BHJ A/S opinion, that these five above mentioned areas are not associated with any significant risks, neither actual nor potential. The risk assessment is related to the core business activities, but also the business relations, products, and services.

Management structure and gender quota

The management structure of BHJ A/S consists of a board of directors appointed at the annual general meeting of four members and a management team of two.

The gender quota of the board of directors of BHJ A/S is based on a desire to have both male and female board members. With four board members, the objective of at least 25% of each gender on the board has been achieved.

The appointment of other managers is based on a desire to have an as efficient organization as possible. In our opinion, this is best done by promoting everyone's possibilities for further development – regardless of age, gender etc. When appointing someone within the organization to a management position, the policy is to have both male and female applicants. The distribution of male/female managers in 2020 were 68% / 32%. For comparison, the distribution in 2019 were 56% / 44%.

MANAGEMENT STATEMENT

The Board of Directors and the Management have today discussed and approved the annual report of BHJ A/S for the financial year 1 January – 31 December 2020.

The annual report has been prepared in accordance with the Danish Financial Statements Act.

It is our opinion that the annual report gives a true and fair view of the company's financial position at 31 December 2020 and of the results of the company's operations for the financial year 1 January – 31 December 2020.

We also consider the management report to give a true and fair view of the development of the company's operations and financial matters, and the results of the company's operations and financial position.

We recommend that the annual report be adopted at the annual general meeting.

Gråsten, 24 June 2021

Management:




Asger S. Jacobsen



Torben Matzen

Board of Directors:



Vilhelm Hald-Christensen
(Chairman)

Christine J. Lauridsen

Duane Everett Willey

John F. Wheeler

INDEPENDENT AUDITOR'S REPORT

To the shareholder of BHJ A/S

Opinion

We have audited the financial statements of BHJ A/S for the financial year 1 January – 31 December 2020, which comprise income statement, balance sheet, statement of changes in equity and notes, including accounting policies. The financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the financial position of the Company at 31 December 2020 and of the results of the Company's operations for the financial year 1 January – 31 December 2020 in accordance with the Danish Financial Statements Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

Management's responsibility for the financial statements

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

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibility for the audit of the financial statements

Our objectives are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit conducted in accordance with ISAs and additional requirements applicable in Denmark, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may

INDEPENDENT AUDITOR'S REPORT

involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

Evaluate the overall presentation, structure and contents of the financial statements, including the note disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Statement on the Management's review

Management is responsible for the Management's review.

Our opinion on the financial statements does not cover the Management's review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the Management's review and, in doing so, consider whether the Management's review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the Management's review provides the information required under the Danish Financial Statements Act.

Based on the work performed, we conclude that the Management's review is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement of the Management's review.

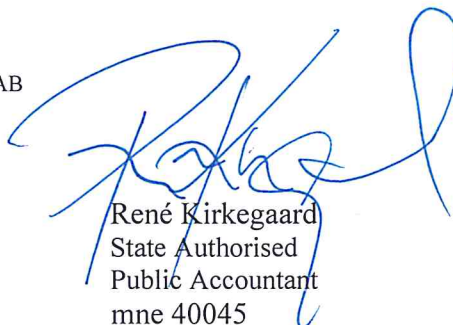
Sønderborg, 24 June 2021

EY GODKENDT REVISIONSPARTNERSELSKAB

CVR no. 30 70 02 28



Christian S. Christiansen
State Authorised
Public Accountant
mne 32171



René Kirkegaard
State Authorised
Public Accountant
mne 40045

ACCOUNTING POLICIES

The annual report of BHJ A/S for 2020 has been prepared in accordance with the provisions applying to large reporting class C entities under the Danish Financial Statements Act.

Effective from the financial year 2020, the Company has implemented amending act no. 1716 of 27 December 2018 to the Danish Financial Statements Act. The implementation of the amending act has not affected the Company's accounting policies on recognition and measurement of assets and liabilities but has solely entailed a requirement for further disclosures. The accounting policies used in the preparation of the financial statements are consistent with those of last year.

In accordance with the Danish Financial Statements Act section 86, sub-section 4 no cash flow statement has been prepared.

In accordance with the Danish Financial Statements Act section 112, sub-section 1 no Consolidated Financial Statement has been prepared. The financial Statement for BHJ A/S and its subsidiaries is included in the Consolidated Financial Statements for LGI International Holding S.á r.l.

Foreign currency translation

On initial recognition, transactions in foreign currencies are translated into Danish kroner at the exchange rate ruling at the transaction date or, if hedging contracts have been entered, at the contract rate. Exchange differences arising between the date of initial recognition and the date of payment are recognised in the income statement under financial income or expenses.

Receivables, payables, and other monetary items denominated in foreign currencies that have not been settled on the balance sheet date are translated at closing rates. The difference between the exchange rate ruling at the balance sheet date and the exchange rate at the time where the receivable or payable arose or was recognised in the latest financial statements is recognised in the income statement as financial income or expenses.

Foreign subsidiaries and associates are considered separate entities. Items in such entities' income statements are translated at average exchange rates for the month, and balance sheet items are translated at closing rates. Foreign exchange differences arising on translation of the opening equity of foreign entities to closing rates and on translation of the income statements from average exchange rates to closing rates are taken directly to equity.

Derivative financial instruments

Derivative financial instruments are initially recognised in the balance sheet at cost and subsequently measured at fair value. Positive and negative fair values of derivatives financial instruments are recognised under other receivables and other payables, respectively.

Changes in the fair value of derivative financial instruments that are designated as and qualify as fair value hedges of a recognised asset or a recognised liability are recognised in the income statement together with any changes in the value of the hedged asset or hedged liability.

Changes in the fair value of derivative financial instruments designated as and qualifying for recognition as a hedge of future assets or liabilities are recognised directly in equity. Income and expenses relating to such hedge transactions are transferred from equity on realisation of the hedged item and recognised in the same item as the hedged item.

ACCOUNTING POLICIES

Fair value adjustments of derivative financial instruments that do not qualify for hedge accounting are recognised in the income statement on a current basis.

Shareholdings in foreign subsidiaries and associates are not hedged.

INCOME STATEMENT

Revenue

Revenue is measured at fair value of the agreed consideration exclusive of VAT and taxes charged on behalf of third parties. Income recognition is based on invoiced sales less goods returned, and discounts granted in connection with sales. Sales are mainly invoiced on shipment. Refunds received from the EU are included in revenue.

Cost of sales

The cost of sales comprises the purchase price or production costs of goods sold during the financial year. The cost of sales includes the prices of raw materials, consumables, direct wage costs and production overheads such as maintenance costs and depreciation charges for production plant, operating costs, plant management and administrative costs.

Product development

The most important costs incurred for product development are the remuneration of development staff and the cost of premises. Costs are charged directly to the income statement.

Product development includes development of new products and new applications for existing products.

Selling and distribution costs

Selling and distribution costs include the costs of sales staff, advertising and exhibition costs, and similar costs, including depreciation, bad debts and movements in provisions for bad debts.

Administrative expenses

Administrative expenses include the costs of administrative staff, management, office premises, office expenses, and similar expenses, including depreciation.

Other operating income and expenses

Other operating income and expenses comprise items secondary to the entities' activities, including gains and losses on disposal of intangible assets and items of property, plant and equipment.

Profit from investments in subsidiaries and associates

The income statement includes the proportionate share of the profit or loss of each individual subsidiary after full elimination of intercompany gains/losses and deduction of goodwill amortisation.

The proportionate share of the profit or loss of associates is recognised in the income statement.

ACCOUNTING POLICIES

Financial income and expenses

Financial income and expenses include interest income and expenses, gains and losses on securities, payables and transactions in foreign currencies, amortisation of financial assets and liabilities as well as surcharges and refunds under the on-account tax scheme, etc.

Tax on the profit for the year

The company is subject to the Danish rules on mandatory joint taxation of LGI Denmark ApS' Danish subsidiaries. Subsidiaries are included in the joint taxation scheme from the date when they are included in the consolidated financial statements and up to the date when they are no longer consolidated.

The parent company, LGI Denmark ApS, acts as administration company for the joint taxation scheme and consequently settles all corporate income tax payments with the tax authorities.

On payment of joint taxation contributions, the Danish corporate income tax charge is allocated between the jointly taxed entities in proportion to their taxable income. Entities with tax losses receive joint taxation contributions from entities that have been able to use the tax losses to reduce their own taxable income.

Tax for the year – comprising the year's joint taxation contributions and changes in deferred tax (including result of changes in tax rates) – is recognised in the income statement where it relates to the profit/loss for the year, and directly in equity where it relates to items recognised directly in equity.

BALANCE SHEET

Intangible assets

Acquired intangible assets are measured at cost less accumulated amortization and impairment losses.

Software

Software is amortised over a period of 3 years.

Rights

Rights acquired in connection with company acquisitions are amortised over a period of 5-10 years.

Property, plant, and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated.

Cost encompasses the purchase price and costs directly associated with the purchase until the time when the asset is ready to be brought into use. The cost of self-constructed assets comprises direct and indirect costs of materials, components, sub-suppliers and wages and salaries directly attributable to the construction of the individual asset

Depreciation is provided on a straight-line basis over the expected useful lives of the assets. The expected useful lives are as follows:

ACCOUNTING POLICIES

Buildings	16-39 years
Installations	12 ½-15 years
Plant and machinery	5-10 years
Operating assets and equipment	3-5 years

Depreciation is recognised in the income statement under production costs, distribution costs, administrative expenses, and other operating expenses.

Property, plant, and equipment is written down to the lower of the recoverable amount and the carrying amount.

Gains and losses on the disposal of items of property, plant, and equipment are calculated as the difference between the selling price less selling costs, including costs of dismantling or re-establishment, and the carrying amount at the date of disposal. Such gain or loss are recognised in the income statement as “Other operating income” or “Other operating expenses”, respectively.

Grants received in connection with the acquisition of fixed assets are set off against the value of the asset and recognized as income concurrently with the amortisation of the asset.

Investments

Investments in subsidiaries and associates

Investments in subsidiaries and associates are measured according to the equity method.

Investments in subsidiaries and associates are measured in the balance sheet at the proportionate share of the companies’ net asset value calculated in accordance with the parent company’s accounting policies less or plus any unrealised intra-group gains and losses and plus any residual amount of goodwill.

Investments in subsidiaries and associates with negative net asset values are measured at DKK 0 (nil). If the parent company has a legal or constructive obligation to cover a deficit that exceeds the amount owed, the remaining amount is recognized under provisions.

The net revaluation of investments in subsidiaries and associates is recognised under equity as “Revaluation reserve based on the equity method” to the extent that the carrying amount exceeds the acquisition cost.

Acquisitions are accounted for using the purchase method, according to which identifiable assets and liabilities of companies acquired are measured at fair value at the time of acquisition.

Other securities

Other unlisted securities acquired as an investment are stated at cost.

Realised capital gains or losses as well as impairment losses are included in the income statement.

Inventories

Inventories are measured at cost in accordance with the FIFO method. Where the net realisable value is lower than cost, inventories are written down to this lower value.

ACCOUNTING POLICIES

The cost of goods for resale and raw materials and consumables includes the average purchase price plus transport costs.

The cost of finished goods comprises the cost of raw materials, consumables, direct labour and indirect production costs. Indirect production costs comprise the cost of indirect materials and labour as well as maintenance and depreciation of the machinery used in the manufacturing process as well as costs of factory administration and management.

The net realisable value of inventories is calculated as the selling price less costs incurred in making the sale, and is determined based on marketability, obsolescence and changes in the expected selling price.

Receivables

Receivables are measured at amortised cost.

Receivables are written down for anticipated loss.

The Company has chosen IAS 39 as interpretation for impairment of financial receivables.

An impairment loss is recognized if there is objective evidence that a receivable or a group of receivables is impaired. If there is objective evidence that an individual receivable has been impaired, an impairment loss is recognized on an individual basis.

Prepayments

Prepayments recognised under current assets comprise expenses incurred concerning subsequent financial years.

Equity

Reserve for net revaluation according to the equity method

Net revaluation of investments in subsidiaries and associates is recognised at cost in the reserve for net revaluation according to the equity method.

The reserve can be eliminated in case of losses, realisation of investments or a change in accounting estimates.

The reserve cannot be recognised at a negative amount.

Hedging reserve

The hedging reserve comprises the cumulative net change in the fair value of hedging transactions that qualify for recognition as a cash flow hedge and where the hedged transaction has not been realised. The reserve is dissolved when the hedged transaction is realised, if the hedged cash flows are no longer expected to be realised or if the hedging relationship is no longer effective. The hedging reserve does not represent a limitation under company law and may therefore be negative.

ACCOUNTING POLICIES

Dividend

Proposed dividend is recognised as a liability when adopted by the shareholders at the general meeting. Dividend expected to be paid in respect of the year are stated as a separate line item under equity.

Income tax and deferred tax

Current tax payables and receivables are recognised in the balance sheet as tax computed on the taxable income for the year, adjusted for tax on prior-year taxable income and tax paid on account.

Joint taxation contributions payable and receivable are recognised in the balance sheet under receivables from or payables to group enterprises.

Deferred tax is calculated according to the balance sheet liability method on all temporary differences between the carrying amount and the tax value of assets and liabilities. However, deferred tax is not recognised on temporary differences relating to goodwill which is not deductible for tax purposes.

Deferred tax assets, including the tax value of any tax loss carried forward, are recognised at the expected value of their utilisation, either as a set-off against tax on future income or as a set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured according to the tax rules and at the tax rates applicable at the balance sheet date when the deferred tax is expected to crystallise as current tax. Changes in deferred tax resulting from changes in tax rates are recognised in the income statement.

Other provisions

Other provisions comprise anticipated costs relating to complaints, etc. Provisions are recognised when, as a consequence of a past event, the company has a legal or constructive obligation, and it is likely that the obligation will require an outflow of the company's financial resources.

Liabilities

Financial liabilities are recognised at the date of borrowing at the net proceeds received less transaction costs paid. In subsequent periods, financial liabilities are recognised at amortised cost. The difference between the proceeds and the nominal value is recognised in the income statement over the term of the loan.

Other liabilities are measured at amortised cost.

SEGMENT INFORMATION

Information is disclosed by turnover on business segments and geographical segments. The segment information follows the company's accounting policies, risks and internal financial management.

ACCOUNTING POLICIES

FAIR VALUE

Fair value is determined based in the principal market. If no principal market exists, the fair value is based on the most advantageous market, i.e. the market that maximises the price of the asset or liability less transaction and/or transport costs.

All assets and liabilities that are measured at fair value or whose fair value is disclosed are classified based on the fair value hierarchy, see below:

Level 1: Value based on the fair value of similar assets/liabilities in an active market.

Level 2: Value based on generally accepted valuation methods on the basis of observable market information.

Level 3: Value based on generally accepted valuation methods and reasonable estimates based on non-observable market information.

KEY RATIOS

Operating margin

Operating profit (EBIT) as a percentage of revenue.

Return on capital employed (ROCE)

Operating profit (EBIT) divided by the average capital employed (Working capital + Fixed assets).

Return on equity

Profit for the year attributable to the group as a percentage of average equity (excl. non-controlling interests).

Debt ratio

Interest-bearing debt (mortgages and loans as well as bank loans and overdrafts) divided by equity (excl. non-controlling interests).

Equity ratio at year-end

Equity (excl. non-controlling interests) divided by total assets.

BHJ A/S**Income statement for the year ended 31 December 2020**

Note		2020	2019
		DKK '000	DKK '000
1	Revenue	1.680.203	1.487.919
2, 8	Goods consumed and cost of sales	(1.491.777)	(1.324.211)
	Gross profit	188.426	163.708
	Product development costs	(7.445)	(7.149)
2, 8	Selling and distribution costs	(71.114)	(68.147)
2, 8	Administrative expenses	(66.155)	(56.706)
	Profit from ordinary activities	43.712	31.706
	Other operating income	6.797	6.492
8	Other operating costs	(12.229)	(12.497)
	Operating profit (EBIT)	38.280	25.701
3	Share of profit in group enterprises	(3.360)	(3.485)
4	Financial income	46.489	6.878
5	Financial expenses	(5.103)	(7.168)
	Profit before tax	76.306	21.926
6	Tax on profit	(8.813)	(5.835)
	Profit for the year	67.493	16.091
	Proposed allocation of the profit for the year:		
	Proposed dividend	50.000	35.000
	Retained earnings	17.493	(18.909)
		67.493	16.091

BHJ A/S**Balance sheet at 31 December 2020**

Note		2020 DKK '000	2019 DKK '000
	ASSETS		
	Fixed assets		
7	Intangible assets		
	Software	4.550	4.456
	Rights	13.214	16.196
		17.764	20.652
8	Property, plant and equipment		
	Land and buildings	44.000	44.578
	Plant and machinery	82.320	41.630
	Fixtures and fittings, tools and equipment	4.673	1.547
	Property, plant and equipment under construction	49.083	32.849
		180.076	120.604
	Investments		
3	Investments in group enterprises	6.322	9.156
9	Other securities	10	5.695
9	Receivables from group enterprises	22.470	28.234
		28.802	43.085
	Total fixed assets	226.642	184.341
	Current assets		
	Inventories		
	Raw materials and consumables	6.341	5.141
	Finished goods	143.383	142.980
	Prepayment of goods	7.904	5.489
		157.628	153.610
	Receivables		
	Trade receivables	161.815	151.365
	Receivables from group enterprises	108.355	82.431
	Receivables from associates	187	504
10	Capitalised deferred tax	4.076	6.030
	Other receivables	27.683	25.461
11	Prepayments	5.913	4.814
		308.029	270.605
	Cash	5.778	5.645
	Total current assets	471.435	429.860
	Total assets	698.077	614.201

BHJ A/S**Balance sheet at 31 December 2020**

Note		2020	2019
		DKK '000	DKK '000
	LIABILITIES AND EQUITY		
	Equity		
	Share capital	48.000	48.000
	Retained profit	202.970	185.535
	Hedging reserve	321	(28)
	Proposed dividend	50.000	35.000
	Total equity	301.291	268.507
	Provisions		
12	Other provisions	3.780	562
	Total provisions	3.780	562
	Debt		
	Short-term debt		
	Bank loans and overdrafts	92.362	92.676
	Trade payables	79.327	73.261
	Payables to group enterprises	116.019	104.529
	Payables to associates	11.195	9.214
	Other debt	94.103	65.452
		393.006	345.132
	Total debt	393.006	345.132
	Total liabilities and equity	698.077	614.201
13	Special items		
14	Contingent liability		
15	Currency and interest rate risks and use of derivative financial instruments		
16	Other commitments		
17	Related parties		

BHJ A/S**Statement of changes in equity at 31 December 2020**

	Contributed capital DKK '000	Retained earnings DKK '000	Hedging reserve DKK '000	Proposed dividend DKK '000	Total DKK '000
Balance at 31 December 2018	48.000	204.573	(455)	30.000	282.118
Dividend declared	-	-	-	(30.000)	(30.000)
Retained earnings	-	(18.909)	-	35.000	16.091
Value adjustment of future cash flows	-	-	427	-	427
Exchange difference on foreign group enterprises	-	(129)	-	-	(129)
Balance at 31 December 2019	48.000	185.535	(28)	35.000	268.507
Dividend declared	-	-	-	(35.000)	(35.000)
Retained earnings	-	17.493	-	50.000	67.493
Value adjustment of future cash flows	-	-	349	-	349
Exchange difference on foreign group enterprises	-	(58)	-	-	(58)
Balance at 31 December 2020	48.000	202.970	321	50.000	301.291

The share capital comprises 2,400,000 shares with a nominal value of DKK 20 each.

There have been no changes to the share capital within the last 5 years.

BHJ A/S

Notes to the accounts for the year ended 31 December 2020

1 Revenue

For competitive reasons, the distribution of BHJ A/S' net revenue on main activities is not mentioned.

	2020	2019
	DKK '000	DKK '000
Geographical distribution of revenue:		
Scandinavia	383.437	316.772
Western Europe	579.039	681.216
Eastern Europe	238.536	129.683
The Far East	330.899	273.625
North America	123.616	64.371
Rest of the world	24.676	22.252
	1.680.203	1.487.919

2 Staff costs

Wages, salaries and related costs:

Wages and salaries	199.099	165.076
Pension contributions	14.359	12.688
Other social security costs	3.546	3.394
	217.004	181.158

Staff costs are included in the following items:

Cost of sales	119.118	102.906
Selling and distribution costs	56.731	48.770
Administrative expenses	41.155	29.482
	217.004	181.158

Of which remuneration to the Management and Board of Directors of the parent company:

Management	7.733	5.924
Management and Board of Directors	7.733	5.924
Average number of employees	346	317

BHJ A/S

Notes to the accounts for the year ended 31 December 2020

	2020	2019
	DKK '000	DKK '000
3 Result and investments in group enterprises		
Cost at 1 January	26.085	25.910
Additions	584	175
Cost at 31 December	26.669	26.085
Value adjustment at 1 January	(16.929)	(13.315)
Share of profit	(3.360)	(3.485)
Exchange difference	(58)	(129)
Value adjustment at 31 December	(20.347)	(16.929)
Carrying amount at 31 December	6.322	9.156

		Contributed capital	Share
Company:			
BHJ Germany GmbH, Germany	EUR '000	100	100%
TM Petfood ApS, Denmark	DKK '000	125	100%
Pet-Rus ApS, Denmark	DKK '000	125	100%
Hoejmark Group A/S, Denmark	DKK '000	500	100%
Essentia Argentina S.A., Argentina	ARS '000	10.000	10%
BHJ Russia Aps, Denmark	DKK '000	125	1%
BHJ Russia Holding ApS, Denmark	DKK '000	50	5%

4 Financial income		
	2020	2019
	DKK '000	DKK '000
Interest receivable etc. from group enterprises	851	3.241
Other interest receivable and exchange gains	45.638	3.637
	46.489	6.878

5 Financial expenses		
Interest payable to group enterprises	-	3.085
Other interest payable and exchange losses	5.103	4.083
	5.103	7.168

BHJ A/S

Notes to the accounts for the year ended 31 December 2020

6 Income tax

	2020	2019
	DKK '000	DKK '000
The tax charge can be specified as follows:		
Tax on profit for the year:		
Tax charge for the year	6.835	10.250
Change in deferred tax	1.955	(4.313)
Adjustment tax previous year	77	(23)
Foreign withholding tax	44	42
Total tax	8.911	5.956
Tax is distributed as follows:		
Tax on ordinary profit	8.813	5.835
Tax on changes in equity	98	121
Total tax	8.911	5.956
Breakdown of tax rate (tax on ordinary profit):		
Danish corporation tax rate	22,0%	22,0%
Adjustment tax previous year	0,1%	-0,1%
Non-deductible expenses and non-taxable income	-11,0%	1,1%
	11,1%	23,0%

7 Intangible assets

	Software	Rights	Total
	DKK '000	DKK '000	DKK '000
Cost at 1 January	12.111	20.014	32.125
Transferred from equipment	559	-	559
Additions	1.965	-	1.965
Disposal	(5.700)	-	(5.700)
Cost at 31 December	8.935	20.014	28.949
Amortisation and write-downs at 1 January	7.655	3.818	11.473
Transferred from equipment	83	-	83
Amortisation during the year	2.322	2.982	5.304
Amortisation on disposals	(5.675)	-	(5.675)
Amortisation and write-downs at 31 December	4.385	6.800	11.185
Carrying amount at 31 December	4.550	13.214	17.764
		2020	2019
		DKK '000	DKK '000
Depreciation is included in the following items:			
Cost of sales		231	231
Selling and distribution costs		2.751	1.801
Administrative expenses		2.322	1.918
		5.304	3.950

Notes to the accounts for the year ended 31 December 2020

8 Property, plant and equipment

	Land and buildings	Plant and machinery	Fixtures and fittings, tools and equipment	Tangible fixed assets under construction	Total
	DKK '000	DKK '000	DKK '000	DKK '000	DKK '000
Cost at 1 January	238.375	387.685	9.557	32.849	668.466
Moved to software	-	-	(559)	-	(559)
Additions	2.228	6.233	2.249	66.390	77.100
Transferred	2.903	45.552	1.618	(50.073)	-
Reclassification	-	(14.239)	14.239	-	-
Disposals at cost	-	(65.564)	(2.703)	(83)	(68.350)
Cost at 31 December	243.506	359.667	24.401	49.083	676.657
Depreciation and write-downs at 1 January	193.797	346.055	8.010	-	547.862
Moved to software	-	-	(83)	-	(83)
Reclassification	-	(13.574)	13.574	-	-
Depreciation and write-downs on disposals	-	(65.451)	(2.703)	-	(68.154)
Depreciation and write-downs during the year	5.709	10.317	930	-	16.956
Depreciation and write-downs at 31 December	199.506	277.347	19.728	-	496.581
Carrying amount at 31 December	44.000	82.320	4.673	49.083	180.076

	2020 DKK '000	2019 DKK '000
Depreciation is included in the following items:		
Cost of sales	14.818	12.265
Selling and distribution costs	209	212
Administrative expenses	1.885	1.632
Other operating expenses	44	401
	16.956	14.510

9 Other securities, receivables from group enterprises and other receivables

	Other securities DKK '000	Receivables from group enterprises DKK '000
Cost at 1 January	6.714	28.234
Disposals	(5.685)	(5.764)
Cost at 31 December	1.029	22.470
Adjustments at 1 January	(1.019)	-
Carrying amount at 31 December	10	22.470

BHJ A/S

Notes to the accounts for the year ended 31 December 2020

10 Capitalised deferred tax

	2020	2019
	DKK '000	DKK '000
Balance at 1 January	6.031	1.718
Change during the year	(1.955)	4.313
Balance at 31 December	4.076	6.031
Capitalised deferred tax relates to:		
Buildings	2.540	3.083
Plant and equipment	1.789	4.013
Inventories	141	-
Receivables	119	144
Other items, provisions	(513)	(1.209)
	4.076	6.031

Deferred tax primarily appears from difference in accounting and fiscal depreciable lives. Management considers it likely that there will be future taxable income against which tax deductions can be offset.

11 Prepayments

	2020	2019
	DKK '000	DKK '000
Other items	5.913	4.814
	5.913	4.814

12 Other provisions

Balance at 1 January	562	823
Additions	3.597	562
Disposals	(379)	(823)
Balance at 31 December	3.780	562

Other provisions are primarily related to warranties.

13 Special items

Special items comprise significant income and expenses of a special nature relative to the Company's revenue-generating operating activities, e.g. expenses incurred for extensive structuring of processes and basic structural adjustments as well as any related disposal gains and losses, that have a material impact over time. Special items also comprise significant one-off items.

As disclosed in the Management's review, the profit for the year is affected by a one-off income from sales of securities. As Management does not consider this matter part of the operating activities, it has been included in this note.

Special items for the year are specified below, including the line items in which they are recognised in the income statement.

	2020	2019
	DKK '000	DKK '000
Income		
Gain on securities sold	40.010	-
Special items are recognised in the below line items		
Financial income	40.010	-
Net profit from special items	40.010	-

BHJ A/S

Notes to the accounts for the year ended 31 December 2020

14 Contingent liability

The company is jointly taxed with LGI Denmark ApS' consolidated companies. Together with the jointly taxed companies, the company has joint and several unlimited liability for Danish corporation taxes and withholding taxes on dividends, interest and royalties within the jointly taxed group.

Operating lease obligations

Lease obligations (operating leases) falling due within 5 years total DKK 5,201k (2019: DKK 6,636k).

15 Currency and interest rate risks and use of derivative financial instruments

BHJ uses hedging instruments such as forward exchange contracts, exchange rate options and interest rate swaps to hedge recognised and non-recognised transactions. Amount in Euro are not hedged.

Exchange risks associated with net investments in foreign subsidiaries are not hedged. The need for such hedging is monitored and assessed in an ongoing process.

The BHJ group mainly has floating rate interest-bearing debt. An assessment of the need for hedging of interest rate risk is made on an ongoing basis. There are no current hedging.

Baseline for foreign currency exposure hedging are assets and liabilities of BHJ A/S, whereas exposures are consolidated.

Transactions in the below summary of recognised and non-recognised transactions are based on assets and liabilities of BHJ A/S.

Recognised transactions

Hedging of recognised transactions primarily includes receivables and payables.

Currency	Receivables	Payables	Bank- and Intercompany lending	Hedged using forward exchange rate contracts	Net positions
AUD	-	-	(7)	-	(7)
CAD	795	-	(3.270)	6.021	3.546
CNY	-	-	957	(313)	644
GBP	16.636	(3.373)	15.291	(29.653)	(1.099)
HUF	-	-	1.702	-	1.702
JPY	4.702	-	1.307	(4.938)	1.071
NOK	-	8	1.209	-	1.217
NZD	69	1.000	2.261	-	3.331
PLN	613	(3.911)	14.735	-	11.437
RON	-	-	932	-	932
RUB	6	-	3.770	-	3.776
SEK	815	5	(10.999)	6.996	(3.182)
SGD	31	-	(2.648)	-	(2.617)
USD	38.025	(114)	(5.050)	(26.057)	6.805

Hedging of recognised transactions have a maturity of less than 1 year.

BHJ A/S

Notes to the accounts for the year ended 31 December 2020

Non-recognised transactions

BHJ A/S uses forward exchange contracts to hedge expected currency risks relating to sale and purchase of goods in the coming year.

BHJ has entered foreign exchange contracts for hedging of future sale and purchase of goods in CNY, GBP, JPY, NOK, NZD, PLN, SEK, SGD and USD of totally DKK 77,580k.

Compared to the forward exchange rate on the balance sheet date the foreign exchange contracts have a positive fair value of DKK 816k. The fair value is based on level 2 in the fair value hierarchy: "Generally accepted valuation methods on the basis of observable market information". The change in fair value is recognized with DKK 447k before tax in equity and with an unrealized effect of DKK 404k in the income statement.

16 Other commitments

The Company has, together with LGI Denmark ApS and LGI Denmark Invest ApS, entered a suretyship of DKK 550 mio. towards Sydbank A/S.

The Company has made a payment guarantee of DKK 5 mio. towards a contractor.

17 Related parties

Related party with controlling influence on the company is LGI Denmark ApS, Gråsten, and The Lauridsen Group Inc., Iowa, USA.

Related parties with significant influence comprise group enterprises and associates as well as members of the Board of Directors, the Management and the managements of group enterprises and associates.

During the year, transactions were made with group enterprises and associates. Intragroup transactions have been eliminated in the consolidated financial statements.

Transactions with the Management and Board of Directors comprise management remuneration, which is disclosed in note 2.

Transactions with related parties have been made in terms of commercial conditions.

BHJ A/S is included in the consolidated accounts for LGI International Holding S.a.r.l., Luxembourg