

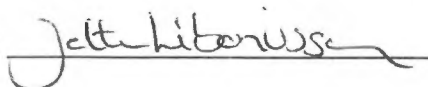
Annual report 2017/18  
(Financial year September 1, 2017 – August 31, 2018)

Chr. Hansen Natural Colors A/S  
Bøge Allé 10-12  
DK-2970 Hørsholm

Business registration no. 35 63 87 84

The Annual General Meeting adopted the annual report on December 6, 2018

Chairman of the General Meeting:

A handwritten signature in black ink, appearing to read "Jette Kibben", written over a horizontal line.

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## Company information

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Business registration no.: 35 63 87 84

Board of Directors: Søren Westh Lonning, Chairman  
Winnie H. Bügel  
Torsten Steenholt Christensen

Executive Board: Klaus Stegler Bjerrum, CEO

Auditors: PricewaterhouseCoopers  
Statsautoriseret Revisionspartnerselskab

## **Management commentary**

Chr. Hansen Natural Colors A/S is a company within the Chr. Hansen Group and it is 100% owned by Chr. Hansen Holding A/S.

### **Natural Colors Division**

Chr. Hansen is the market leader on the global market for natural colors and has a solid platform for growth in this area. The global market for natural colors has been growing in recent years as a consequence of increased focus on the link between synthetic colors and hyperactivity in the behavior of children.

### **Creative and committed employees**

As a knowledge-based company Chr. Hansen is very dependent on having committed and motivated employees as well as skilled managers. Chr. Hansen therefore invests in the development of competences through ambitious development programs for employees and managers.

### **A sustainable business**

In the Chr. Hansen Group, we take our responsibility to do business in a sustainable way very seriously. We have constant focus on creating value while keeping our impact on the surrounding society to a minimum and securing a good working environment for all our employees.

### **Statutory report on social responsibility pursuant to ARL 99a**

The management commentary does not include a full review of corporate social responsibility; instead we refer to the separate report on Chr. Hansen Groups sustainability, which constitutes Chr. Hansen Group's reporting on the progress towards FN's Global Compact and is in accordance with the Danish Financial Statements Act regarding corporate social responsibility. The report can be found on: [https://www.chr-hansen.com/\\_media/files/chrhansen/home/investors/reports-and-presentations/2017-18/q4/sustainability-report-2017-18.pdf](https://www.chr-hansen.com/_media/files/chrhansen/home/investors/reports-and-presentations/2017-18/q4/sustainability-report-2017-18.pdf)

### **Statutory diversity report pursuant to ARL 99b**

Chr. Hansen Natural Colors A/S complies with the group strategy for Diversity and Inclusion (D&I) with focus on gender, age and nationality. Chr. Hansen's definition of a diverse team is having at least one woman and at least one non-local as a part of the team.

The diversity within the Board of directors is 1 woman and 2 men. Thereby, Chr. Hansen Natural Colors A/S has equal representation of men and women on the Board of Directors in accordance with the Danish Financial Statements Act section 99 (b). The policy can be found on:

[https://www.chr-hansen.com/\\_media/files/chrhansen/home/investors/policies-and-charters/diversity-and-inclusion.pdf](https://www.chr-hansen.com/_media/files/chrhansen/home/investors/policies-and-charters/diversity-and-inclusion.pdf)

### **Research and development**

For the Chr. Hansen Group innovation is an important contributor to business growth. More than 300 people which exceeds 10% of the total number of employees, are working with research and development.

Chr. Hansen Group generally patents all new products of commercial value. The patents protect our investments in research and development and increase the value of our business. In addition, we make sure that our product technology and application methods are protected by a wide patent portfolio.

### **Risk management**

In the Chr. Hansen Group, we view risk management as an integrated part of managing the company. We strive to make sure that we do business in a prudent way where we assess and manage both financial and non-financial risks to protect our employees, assets and reputation. At least once a year, the Board of Directors reviews the risk exposure associated with the activities of the Chr. Hansen Group. Guidelines are adopted for areas of risk, and the development is monitored to secure that identified risks are accounted for, including strategic, operational and financial risks.

### **Product safety**

The majority of Chr. Hansen natural colors products are sold to the food & beverage industries. Most products are components in customers' end products that are consumed as food, beverages or dietary supplements.

To ensure the highest product safety, Chr. Hansen has an extensive quality assurance and food safety program covering the entire value chain, from the sourcing of raw materials until the finished products are delivered to customers. The risk assessment performed in the food safety program includes an evaluation of the use of our products in customers' end products. Chr. Hansen's food safety program is certified according to internationally recognized food safety standards. The Danish production sites are FSSC 22000 certified.

### **Health, safety & security**

Chr. Hansen is committed to continuously improving both the physical and psychological working environment for its employees. The company has implemented several initiatives to underline the importance of a safe working environment. Monitoring and follow-up of incidents have been strengthened from departmental level to the Executive Board. There is also focus on behavior in relation to IT security due to the increased risk of cybercrime.

### **Financial risk**

As an international business, Chr. Hansen Natural Colors A/S is exposed to a number of financial risks relating to currency and interest rate fluctuations, funding, liquidity, credit and counterparty risks.

### **Legal risk**

Chr. Hansen Natural Colors A/S is from time to time a party to legal proceedings arising in the ordinary course of business. The legal department is focused on analyzing possible risks in a timely manner and mitigating them in an appropriate way using both internal and, if necessary, external capabilities. Despite the focus from Chr. Hansen on these matters, the outcome of legal proceedings cannot be predicted with certainty.

### **Results**

Chr. Hansen Natural Colors A/S has achieved revenue in 2017/18 of DKK 1.035 million, equal to a revenue growth of 12%. The net revenue growth is partly due to the fact that the financial growth is caused by a mix of the development in exchange rates and actual sales.

The results before tax of Chr. Hansen Natural Colors A/S show a profit of DKK 103 million an decrease compared with the profit of DKK 117 million for 2016/17. The results after tax amount to a profit of DKK 80 million for the financial year 2017/18, compared to DKK 91 million for 2016/17.

The number of employees at Chr. Hansen Natural Colors A/S at the end of the financial year 2017/18 amounts to 132 compared to 123 for 2016/17.

Management regards the results for the financial year as satisfactory and in accordance with expectations.

**Investments**

The investment activities amounted to DKK 32.3 million in the financial year 2017/18.

**Capital structure**

On August 31, 2018 equity amounts to DKK 432 million, equal to an equity ratio of 69%.

**Outlook**

The results for the financial year 2017/18 are in accordance with our expectations. Revenue and operating profit are expected to increase in the financial year 2018/19. Cash flows are expected to stay at the same level as in 2017/18 and in accordance with the financial results of the Chr. Hansen Group.

**Events after the balance sheet date**

After the balance sheet date until today's date, no events have occurred which could influence the evaluation of this annual report.

*Statement by Management on the annual report*

**5 years' key figures and ratios for Chr. Natural Colors A/S**

	2017/18	2016/17	2015/16	2014/15	2013/14
					8 months
<b>Key figures DKK '000</b>					
<b>Income statement</b>					
Revenue	1.034.989	924.217	878.465	634.955	418.631
Gross profit	232.826	218.732	141.906	144.438	100.978
Operating profit	104.861	114.174	68.980	34.997	35.438
Net financials	(1.806)	1.934	33	363	53
Profit before tax	103.055	116.621	69.013	35.361	35.491
Net profit	80.038	90.598	53.390	27.538	27.239
<b>Balance sheet</b>					
Inventory	170.653	85.473	69.558	56.597	105.312
Equity	431.764	351.726	261.128	207.739	179.700
Total assets	668.439	506.396	490.696	334.902	260.728
Investments in intangible and tangible assets	32.290	25.977	17.692	24.561	92.974
<b>Ratios %</b>					
Gross margin ( Gross profit * 100 / revenue )	22	24	16	23	24
Operating margin ( Operating profit * 100 / revenue )	10	12	8	6	8
Return on invested capital ( Operating profit * 100 / total assets end of year )	16	23	14	10	14
Return on equity ( Net profit * 100 / equity end of year )	19	26	20	13	15
Equity ratio ( Equity * 100 / total assets )	65	69	53	62	69
<b>Growth</b>					
Revenue	1.034.989	924.217	878.465	634.955	418.631
Growth in %	12%	5%	38%	52%	0%

Chr. Hansen Natural Colors AS was demerged from Chr. Hansen A/S in 2013/14.

## Statement by Management on the annual report

The Board of Directors and the Executive Board have today considered and adopted the annual report of Chr. Hansen Natural Colors A/S for the financial year September 1, 2017 – August 31, 2018.

The annual report is presented in accordance with the Danish Financial Statements Act.

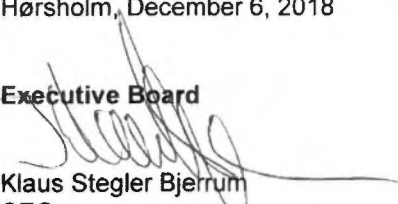
In our opinion, the financial statements give a true and fair view of the Company's financial position at August 31, 2018 and of the results of its operations for the financial year September 1, 2017 – August 31, 2018.

We believe that the management commentary contains a fair review of the affairs and conditions referred to therein.

We recommend adoption of the annual report at the Annual General Meeting.

Hørsholm, December 6, 2018

### Executive Board



Klaus Stegler Bjerrum  
CEO


### Board of Directors



Søren Westh Lonning  
Chairman



Winnie H. Bügel



Torsten Steenholt Christensen



## **Independent Auditor's Report**

To the Shareholders of Chr. Hansen Natural Colors A/S

### **Opinion**

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 August 2018, and of the results of the Company's operations for the financial year 1 September 2017 - 31 December 2018 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of Chr. Hansen Natural Colors A/S for the financial year 1 September 2017 - 31 August 2018, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies ("financial statements").

### **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the 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 are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Statement on Management's Review**

Management is responsible for Management's Review.

Our opinion on the financial statements does not cover 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 Management's Review and, in doing so, consider whether 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 Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement in Management's Review.

### **Management's Responsibilities 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.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that

an audit conducted in accordance with ISAs and the 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 these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment 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 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 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.

Hellerup, 6 December 2018  
**PricewaterhouseCoopers**  
Statsautoriseret Revisionspartnerselskab  
CVR No 33 77 12 31



Kim Fuchsel  
State Authorised Public Accountant  
mne9291



Allan Knudsen  
State Authorised Public Accountant  
mne29465

## Income statement, September 1 - August 31

Amounts in DKK '000	Notes	2017/18 DKK	2016/17 DKK
Revenue	2	1,034,989	924,217
Cost of sales	3	(802,163)	(705,485)
<b>Gross profit</b>		<b>232,826</b>	<b>218,732</b>
Research and development costs	3	(51,143)	(43,817)
Sales and marketing expenses	3	(41,890)	(36,863)
Administrative expenses	3	(34,932)	(23,878)
<b>Operating profit (EBIT)</b>		<b>104,861</b>	<b>114,174</b>
Financial income	4	34,988	3,718
Financial expenses	4	(36,794)	(1,784)
Other operating income		-	513
<b>Profit before tax</b>		<b>103,055</b>	<b>116,621</b>
Income taxes	5	(23,017)	(26,023)
<b>Net profit for the year</b>		<b>80,038</b>	<b>90,598</b>
Distribution of result	6		

## Balance sheet at August 31

Amounts in DKK '000	Notes	2018 DKK	2017 DKK
<b>Non-current assets</b>			
<b>Intangible assets</b>			
	7		
Development projects		30,314	28,268
Software		4,078	2,116
Intangible assets in progress		46,231	33,114
<b>Total intangible assets</b>		<b>80,623</b>	<b>63,498</b>
<b>Tangible assets</b>			
	8		
Plant and machinery		33,484	35,865
Other fixtures and equipment		12,133	6,848
Property, plant and equipment in progress		12,709	15,527
<b>Total tangible assets</b>		<b>58,326</b>	<b>58,240</b>
<b>Total non-current assets</b>		<b>138,949</b>	<b>121,738</b>
<b>Current assets</b>			
<b>Inventories</b>			
Raw materials and consumables		87,274	56,541
Work in progress		22,912	20,096
Finished goods and goods for resale		60,467	8,836
<b>Total inventories</b>		<b>170,653</b>	<b>85,473</b>
<b>Receivables</b>			
Receivables from Group companies		178,283	290,894
Trade receivables		16,924	1,946
Other receivables		5,416	6,200
<b>Total receivables</b>		<b>200,623</b>	<b>299,040</b>
Cash		158,214	145
<b>Total current assets</b>		<b>529,490</b>	<b>384,658</b>
<b>Total assets</b>		<b>668,439</b>	<b>506,396</b>

## Balance sheet at August 31

Equity and liabilities	Notes	2018 DKK	2017 DKK
Amounts in DKK '000			
<b>Equity</b>			
Share capital		10,000	10,000
Reserve for development projects		20,490	7,356
Retained earnings		401,274	334,369
<b>Total equity</b>	9	<b>431,764</b>	<b>351,726</b>
<b>Provisions</b>			
Deferred tax		22,230	18,388
<b>Total provisions</b>		<b>22,230</b>	<b>18,388</b>
<b>Non-current liabilities</b>			
Tax payables	5	18,835	24,161
<b>Total non-current liabilities</b>		<b>18,835</b>	<b>24,161</b>
<b>Current liabilities</b>			
Tax payable		24,148	13,187
Trade payables		88,956	77,236
Loans from Group companies		45,822	-
Other payables		36,684	21,698
<b>Total current liabilities</b>		<b>195,610</b>	<b>112,121</b>
<b>Total liabilities</b>		<b>214,445</b>	<b>136,282</b>
<b>Total equity and liabilities</b>		<b>668,439</b>	<b>506,396</b>
Accounting policies	1		
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Contingent liabilities	12		
Events after the balance sheet date	13		

### Statement of changes in equity

Amounts in DKK '000

#### Equity

	Share capital	Reserve for development projects	Retained earnings	Total equity
<b>Equity at September 1, 2017</b>	10,000	7,356	334,370	351,726
Reserve for development projects	-	13,134	(13,134)	-
Net profit for the year	-	-	80,038	80,038
<b>Equity at August 31, 2018</b>	<b>10,000</b>	<b>20,490</b>	<b>401,274</b>	<b>431,764</b>

The share capital is consists of shares of DKK 1 each or multiple thereof.

	Share capital	Reserve for development projects	Retained earnings	Total equity
<b>Equity at September 1, 2016</b>	10,000	-	251,129	261,129
Reserve for development projects	-	7,356	(7,356)	-
Net profit for the year	-	-	90,598	90,598
<b>Equity at August 31, 2017</b>	<b>10,000</b>	<b>-</b>	<b>334,370</b>	<b>351,726</b>

The Company's share capital was increased by 9,950 t.DKK in the fiscal year 2014/15.

## **Notes to the income statement**

### **1 Accounting policies**

#### **Reporting class**

The annual report of Chr. Hansen Natural Colors A/S for the financial year has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

Chr. Hansen Natural Colors A/S is included in the consolidated financial statements of Chr. Hansen Holding A/S, business registration no. 28 31 86 77.

In accordance with section 86(4) of the Danish Financial Statements Act, Chr. Hansen Natural Colors A/S has not prepared any cash flow statement. Similarly, with reference to section 99a(6) of the Danish Financial Statements Act, no statement on corporate social responsibility has been prepared.

The annual report for the financial year 2017/18 is presented in DKK 1,000.

The accounting policies, as set out below, have been consistently applied for the full financial year and for the comparative figures (besides the reclassification mentioned above).

In accordance with section 98(b) of the Danish Financial Statements Act, Chr. Hansen Natural Colors A/S is not presenting the salary to the sole member of the executive board.

#### **Recognition and measurement**

Income is recognized in the income statement when earned. This includes value adjustments of financial assets and liabilities which are measured at fair value or amortized cost. All costs are recognized which have been incurred in order to achieve the results for the year, including amortization, depreciation, provisions and reversals that result from changes in accounting estimates previously recognized in the income statement.

Assets are recognized in the balance sheet when it is probable as a result of prior events that future economic benefit will flow to the company, and the value of the asset can be measured reliably.

Liabilities are recognized in the balance sheet when the company has a legal or constructive obligation as a result of prior events, and it is probable that future economic benefits will flow out of the company, and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Measurement subsequent to initial recognition is effected as described below for each financial statement item.

Certain financial assets and liabilities are measured at amortized cost; thereby a constant effective discount rate is applied over the lifetime of the asset/liability. Amortized cost is measured as the initial cost less repayments and with addition/deduction of the accumulated amortization of the difference between cost and the nominal value.

Thereby, capital gains or losses are allocated out over the entire lifetime of the asset/liability.

Predictable risks or losses arising before the time of presentation of the annual report and which confirm or invalidate affairs and conditions existing at the balance sheet date are considered at recognition and measurement.

#### **Foreign currency translation**

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Receivables, payables and other monetary items denominated in foreign currencies that have not been settled at the balance sheet date are translated using the exchange rate at the balance sheet date. Exchange rate differences that arise between the rate at the transaction date and the rate in effect at the payment date or the rate of the balance sheet date are recognized in the income statement as financial income or financial expenses; however, see the section on accounting-based hedging.

#### **Income statement**

The income statement is classified by function.

#### **Revenue**

Revenue from the sales of manufactured goods and goods for resale is recognized in the income statement when delivery is made and the risk has passed on to the buyer, at latest on the balance sheet date and the income can be measured reliably. Revenue is recognized net of commission and sales discounts.

## **Notes to the income statement**

### **Production costs**

Production costs cover the cost of goods sold. The cost includes the acquisition price for raw materials, consumables, trading goods, direct labor costs and a portion of indirect production costs comprising costs related to the operation and depreciation of production facilities, as well as operation, administration and management of production plant. Furthermore, cost and depreciation related to the net realized value of defective goods and goods with a long turnover rate.

### **Research and development costs**

Research and development costs include labor cost, amortization and other costs directly or indirectly associated with the company's research and development activities.

Development projects related to new products and processes that are clearly defined and identifiable, while having a high degree of technical utilization, sufficient resources and where a potential future market or development potential within the company can be proved, and where it is the intention to manufacture, market and utilize the project, are recognized as intangible assets if there is sufficient certainty that the capital value of future earnings will cover the production costs, sales and administrative expenses, as well as the development costs. Development projects that do not comply with the requirements for recognition in the balance sheet are recognized in the income statement as costs are incurred.

### **Sales and marketing expenses**

Sales and marketing expenses include expenses for salaries to sales personnel, advertising and exhibition expenses, depreciations, etc.

### **Administrative expenses**

Administrative expenses include expenses for administrative personnel, IT and management, including office expenses, salaries, depreciation, etc.

### **Share-based payment**

The stock options that the parent company has issued as part of an incentive program are measured at fair value on the granting date. The program is treated as a cash scheme in Chr. Hansen Natural Colors A/S. The value of the granted stock options is subsequently recognized in the income statement of Chr. Hansen Natural Colors A/S over the period in which the employees of Chr. Hansen Natural Colors A/S achieve the right to redeem the stock options.

### **Other operating income and expenses**

Other operating income and expenses include income and expenses of a secondary nature in relation to the company's main activities, comprising income from administrative or service agreements. Other operating income also includes net gains from the sale of activities.

### **Financial income and expenses**

Financial income and expenses include interest income and expenses, amortization income and expenses, and value adjustments of financial assets and transactions in foreign currencies.

### **Income taxes**

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognized in the income statement by the portion attributable to the profit for the year and recognized directly in equity by the portion attributable to entries directly in equity.

The company is jointly taxed with the parent company Chr. Hansen Holding A/S and group companies Chr. Hansen A/S and Chr. Hansen Properties A/S. The current Danish income tax is allocated among the jointly taxed entities proportionally to their taxable income (full allocation with a refund concerning tax losses).



## **Notes to the income statement**

### **Balance sheet**

#### **Intangible assets**

Intangible assets are measured at cost with deduction of accumulated amortization and impairments.

Intellectual property rights acquired are measured at cost less accumulated amortization. Patents are amortized over their remaining duration, and licenses are amortized over the term of the agreement, but over not more than 20 years. Intellectual property rights etc. are written down to the lower of the recoverable amount and the carrying amount.

Development projects on clearly defined and identifiable products and processes for which the technical rate of utilization, adequate resources and a potential future market or development opportunity in the company can be established, and where the intention is to manufacture, market or apply the product or process in question, are recognized as intangible assets. Other development costs are recognized as costs in the income statement as incurred. The cost of development projects comprises costs such as salaries and amortization that are directly and indirectly attributable to the development projects.

Indirect production costs in the form of indirect attributable staff expenses and amortization of intangible assets and depreciation on property, plant and equipment used in the development process are recognized in cost based on time spent on each project.

Completed development projects are amortized on a straight-line basis using the estimated useful lives of the assets. The amortization period for development projects is up to 15 years, defined on the basis of individual assessment of the product life expectancy. Development projects are written down to the lower of recoverable amount and carrying amount.

Finished development projects are reviewed at the time of completion and on an annual basis to determine whether there is any indication of impairment. If so, an impairment test is carried out for the individual development projects. For development projects in progress, however, an annual impairment test is always performed. The impairment test is performed on the basis of various factors, including future use of the project, the fair value of the estimated future earnings or savings, interest rates and risks. For development projects in progress, Management estimates on an ongoing basis whether each project is likely to generate future economic benefits for the Group in order to qualify for recognition. The development projects are evaluated based on technical as well as commercial criteria.

Expenses for project work, comprising direct labor costs and a share of indirect costs, are included in the cost of software. The amortization period for software is up to 10 years, defined on the basis of individual assessment of the software life expectancy.

#### **Tangible assets**

Tangible assets are measured at cost with deduction of accumulated depreciation and impairment losses.

Tangible assets under construction are measured at acquisition value and cost respectively. Cost comprises expenses for materials, direct labor costs and a share of indirect costs.

The basis of depreciation of tangible assets is cost less estimated residual value after the end of the useful life.

Straight-line depreciation is made on the basis of the following estimated useful lives of the assets:

Plant and machinery 5-20 years

Other fixtures and equipment 5-10 years

Assets with a short useful life or with a value below DKK 50K are expensed in the year of acquisition.

The book values of intangible and tangible assets are reviewed yearly to determine if there are any indications of value reductions other than that expressed by depreciation. An impairment test is performed if this is the case in order to assess whether the recoverable value is lower than the book value, and the value is written down to the recoverable value.

#### **Inventories**

Inventories are measured at the lower of cost using the FIFO method and net realizable value.

Comprised in the cost are raw materials, consumables, direct labor costs and a share of indirect production costs, including expenses for operation and depreciation of production facilities, as well as operation, administration and management of production plant.

Obsolete and defective inventories are written down to net realizable value.

## Notes to the income statement

### Receivables

Receivables are measured at amortized cost, usually equaling nominal value less provisions for bad and doubtful debts. The provisions are based on a specific assessment of the individual receivable.

### Financial liabilities

Fixed-rate loans, comprising mortgage loans and bank loans, are measured at cost which corresponds to the proceeds received less transaction costs incurred. In subsequent periods, the loan is measured at amortized cost. This means that the difference between the proceeds at the time of the borrowing and the nominal repayable amount of the loan is recognized in the income statement as financial expenses over the term of the loan.

Fixed-rate loans, comprising mortgage loans and bank loans, are measured at cost which corresponds to the proceeds received less transaction costs incurred. In subsequent periods, the loan is measured at amortized cost. This means that the difference between the proceeds at the time of the borrowing and the nominal repayable amount of the loan is recognized in the income statement as financial expenses over the term of the loan.

Other liabilities are measured at amortized cost, which usually corresponds to nominal value.

### Other provisions

Other provisions are recognized in the balance sheet when it is probable as a result of a prior event that a contractual or actual liability has arisen which will probably draw on the economic resources of the company. Other provisions are measured at net realizable value.

### Deferred tax

Deferred tax is recognized on all temporary differences between the carrying amount and the tax base of assets and liabilities. Deferred tax is measured based on current tax legislation and rates applying at the balance date. Where the measurement of the tax base can be conducted in accordance with alternative tax legislation, deferred tax is measured based on the planned life of the asset or liability.

Deferred tax assets, including the tax base of losses that may be carried forward, are measured at the value at which the asset is expected to be realized, either by settlement as tax or deducted in deferred tax liabilities. Deferred tax assets and liabilities are offset within the same legal tax entity.

## Financial highlights

$$\text{Gross margin} = \frac{\text{Gross profit} \times 100}{\text{Revenue}}$$

$$\text{Operating margin} = \frac{\text{Operating profit} \times 100}{\text{Revenue}}$$

$$\text{Return on invested capital} = \frac{\text{Operating profit} \times 100}{\text{Total assets}}$$

$$\text{Equity ratio} = \frac{\text{Equity end of year} \times 100}{\text{Total assets}}$$

$$\text{Return on equity} = \frac{\text{Net profit} \times 100}{\text{Equity end of year}}$$

## Notes to the income statement

Amounts in DKK '000	2017/18	2016/17
<b>2 Revenue</b>		
<b>Revenue by geographical allocation</b>		
Denmark	198,604	924,217
Europe (excl. Denmark)	598,027	-
North America	24,041	-
Other markets	214,317	-
	<u>1,034,989</u>	<u>924,217</u>

The geographical segmentation is based on customer location.

### 3 Production, research and development costs, sales, marketing and administrative expenses as well as other operating income and other operating expenses

#### Staff expenses

Production, research and development costs, sales, marketing, and administrative expenses, and other operating income and expenses include wages and salaries etc, which are distributed as follows:

	2017/18	2016/17
Wages and salaries etc.	77,680	68,736
Transferred capitalization	(10,174)	(11,834)
Pensions	7,586	6,843
Expenses for social security	757	742
Other employee expenses	8,381	8,373
	<u>84,230</u>	<u>72,860</u>
Fees to the Management	4,039	-*
<b>Total staff expenses</b>	<u>88,269</u>	<u>75,488</u>
Average number of full-time employees	125	117
Number of full-time employees at year end	132	123

During the financial year, two different Directors have been employed. Included in the fee to the "Management" is therefore severance pay.

The fee to the Management includes pensions for DKK 564K. There is established an incentive program for the Management. The Management can receive shares according to the Chr. Hansen Group share program.

\* In the financial year 2016/17 only one Director has been employed and therefore the figures are not shown which is in accordance with section 98 B(3) of the Danish Financial Statements Act.

**Notes to the income statement**

Amounts in DKK '000	2017/18	2016/17
<b>3 Production, research and development costs, sales, marketing and administrative expenses as well as other operating income and operating expenses, continued.</b>		
<b>Depreciation and amortization</b>		
Depreciation and amortization are included in production, research and development costs and sales, marketing and administrative expenses and are distributed as follows:		
Production costs	9,707	8,440
Research and development costs	267	313
Sales and marketing expenses	5,104	4,733
	<u>15,078</u>	<u>13,485</u>

## Notes to the income statement

Amounts in DKK '000	2017/18	2016/17
<b>4 Financial income and expenses</b>		
Interest income and other financial income:		
Interest income from Group companies	2	10
Interest income and other financial gains	34,986	3,708
Total financial income	<u>34,988</u>	<u>3,718</u>
Interest expenses and other financial expenses:		
Interest expenses and other financial losses	(36,794)	(1,784)
Total financial expenses	<u>(36,794)</u>	<u>(1,784)</u>
<b>5 Income taxes</b>		
Income taxes are distributed as follows:		
Current tax on operating profit	(19,181)	(27,505)
Change in deferred tax concerning operating profit	(3,836)	1,483
Total income taxes	<u>(23,017)</u>	<u>(26,023)</u>
The company is jointly taxed with the other Danish companies in the Group, Chr. Hansen Holding A/S, Chr. Hansen A/S and Chr. Hansen Properties A/S, and the companies are jointly liable for the joint taxes.		
<b>6 Distribution of result</b>		
<b>At disposition</b>		
Retained earnings	334,370	251,129
Reserve for development projects	(13,134)	(7,356)
Net profit for the year	<u>80,038</u>	<u>90,598</u>
	<u>401,274</u>	<u>334,370</u>

## Notes to the balance sheet

Amounts in DKK '000

### 7 Intangible assets

	Development projects	Software	Intangible assets in progress	Total intangible assets
Cost at September 1, 2017	41,676	6,240	33,114	81,030
Transferred	5,509	289	(5,798)	-
Additions for the year	853	2,762	19,132	22,747
Disposals for the year	-	(55)	(217)	(272)
Cost at August 31, 2018	<u>48,038</u>	<u>9,236</u>	<u>46,231</u>	<u>103,505</u>
Amortization and impairment losses at September 1, 2017	13,408	4,124	-	17,532
Amortization and impairment losses for the year	4,316	1,089	-	5,405
Amortization of years disposals	-	(55)	-	(55)
Amortization and impairment losses at August 31, 2018	<u>17,724</u>	<u>5,158</u>	<u>-</u>	<u>22,882</u>
Carrying amount at August 31, 2018	<u>30,314</u>	<u>4,078</u>	<u>46,231</u>	<u>80,624</u>

### 8 Tangible assets

	Plant and machinery	Other fixtures and equipment	Prepaid assets under construction	Total tangible assets
Cost at September 1, 2017	138,765	12,051	15,527	166,343
Transferred	3,929	5,670	(9,599)	-
Additions for the year	978	1,784	6,781	9,544
Cost at August 31, 2018	<u>143,672</u>	<u>19,505</u>	<u>12,709</u>	<u>175,887</u>
Depreciation and impairment losses at September 1, 2017	102,901	5,203	-	108,103
Depreciation and impairment losses for the year	7,287	2,169	-	9,456
Depreciation and impairment losses at August 31, 2018	<u>110,188</u>	<u>7,372</u>	<u>-</u>	<u>117,559</u>
Carrying amount at August 31, 2018	<u>33,484</u>	<u>12,133</u>	<u>12,709</u>	<u>58,326</u>

## **Notes to the balance sheet**

### **9 Equity**

The share capital consists of shares of DKK 1 each or multiple thereof.

### **10 Related parties**

Related parties are defined as parties with control or significant influence over Chr. Hansen Natural Colors A/S and all transactions are made on market terms:

Chr. Hansen Holding A/S (holding 100%)  
Bøge Allé 10 - 12  
DK-2970 Hørsholm

### **11 Accounting relations**

The annual report of Chr. Hansen Natural Colors A/S is included in the consolidated financial statements of Chr. Hansen Holding A/S, Hørsholm, which is the immediate and ultimate parent company.

The consolidated financial statements can be obtained by request to Chr. Hansen Holding A/S, Bøge Allé 10 -12, DK-2970 Hørsholm.

### **12 Contingent liabilities**

No claims have been raised against Chr. Hansen Natural Colors A/S.

The commitment related to the rent of buildings amounted to DKK 12,978K on August 31, 2018 (2016/17 DKK 15,944K)

The complete commitment expires within 5 years.

Rent of buildings commitment 0-1 year amounts to DKK 3,527 (2016/17 DKK 3,641K)

Rent of buildings commitment 1-5 year amounts to DKK 9,451 (2016/17 DKK 12,303K)

The commitment related to lease of cars amounted to DKK 943 on August 31, 2018 (2016/17 DKK 1,322K). The complete commitment expires within 5 years.

Lease of car commitment 0-1 year amounts to DKK 530K (2016/17 DKK 499K)

Lease of car commitment 1-5 year amounts to DKK 413K (2016/17 DKK 823K)

### **13 Events after the balance sheet date**

No events have occurred during the period from the end of the financial year until today that significantly influence the annual report.

