
Mars Danmark A/S

Ørestads Boulevard 67, DK-2300 København S

Annual Report for 1 January - 31 December 2018

CVR No 63 20 32 11

The Annual Report was
presented and adopted at
the Annual General
Meeting of the Company on
29/4 2019

Joseph Chemali
Chairman of the General
Meeting



pwc

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Management's Statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Mars Danmark A/S for the financial year 1 January - 31 December 2018.

The Annual Report is 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 at 31 December 2018 of the Company and of the results of the Company operations and cash flows for 2018.

In our opinion, Management's Review includes a true and fair account of the matters addressed in the Review.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Copenhagen, 29 April 2019

Executive Board

Annette Zeipel
CEO

Board of Directors

Joseph Chemali
Chairman

Annette Zeipel

Henning Astrup

Independent Auditor's Report

To the Shareholder of Mars Danmark A/S

Opinion

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

We have audited the Financial Statements of Mars Danmark A/S for the financial year 1 January - 31 December 2018, which comprise income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including a summary of significant accounting policies ("the 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.

Independent Auditor's Report

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 judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting 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

Independent Auditor's Report

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.

Copenhagen, 29 April 2019

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab

CVR No 33 77 12 31

Jan Boje Andreassen

statsautoriseret revisor

mne2338

Company Information

The Company

Mars Danmark A/S
Ørestads Boulevard 67
DK-2300 København S

Telephone: + 45 43 24 51 00
Facsimile: + 45 43 24 52 00
Website: www.mars.com/denmark

CVR No: 63 20 32 11
Financial period: 1 January - 31 December
Municipality of reg. office: Copenhagen

Board of Directors

Joseph Chemali, Chairman
Annette Zeipel
Henning Astrup

Executive Board

Annette Zeipel

Auditors

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
Strandvejen 44
DK-2900 Hellerup

Lawyers

Bech-Bruun Advokatfirma
Langelinie Allé 35
DK-2100 København Ø

Bankers

Handelsbanken
Park Allé 290
DK-2605 Brøndby

Financial Highlights

Seen over a five-year period, the development of the Company is described by the following financial highlights:

	2018 TDKK	2017 TDKK	2016 TDKK	2015 TDKK	2014 TDKK
Key figures					
Profit/loss					
Revenue	483.240	476.768	460.225	452.683	479.631
Gross profit/loss	198.601	187.306	191.638	185.543	166.198
Profit/loss before financial income and expenses	88.225	82.414	89.286	92.769	82.323
Net financials	-468	-3.577	-1.212	-449	-678
Net profit/loss for the year	68.574	60.491	69.007	70.446	61.442
Balance sheet					
Balance sheet total	205.936	206.992	216.420	227.337	199.419
Equity	96.553	92.979	107.488	90.481	55.035
Cash flows					
Cash flows from:					
including investment in property, plant and equipment	-325	-200	-991	-230	-1.325
Number of employees	132	128	120	112	111
Ratios					
Profit margin	18,3%	17,3%	19,4%	20,5%	17,2%
Return on assets	42,8%	39,8%	41,3%	40,8%	41,3%
Solvency ratio	46,9%	44,9%	49,7%	39,8%	27,6%
Return on equity	72,4%	60,4%	69,7%	96,8%	156,3%

The ratios have been prepared in accordance with the recommendations and guidelines issued by the Danish Society of Financial Analysts. For definitions, see under accounting policies.

Management's Review

The annual Report of Mars Danmark A/S for 2018 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The Annual Report has been prepared under the same accounting policies as last year.

Key activities

The Company sells the Group's products, which are chocolate, ice-cream, gum, candy, pet food and human food in Denmark.

For the Mars companies in Denmark, Norway, Sweden and Finland, a shared service centre has been established at the Company's office at Ørestaden.

In 2016 Wrigley Scandinavia AB sublicensed rights to utilize and exploit Wrigley intellectual property in Denmark to Mars Danmark A/S. Under this arrangement, Mars Danmark A/S performs sales, marketing and distribution activities as well as provides certain administrative services, and in exchange Wrigley Scandinavia AB receives a licensing fee.

Development in the year

The company's revenue grew by 1.4% in 2018 lead by the Chocolate & Gum segment partly offset by the Petcare and Food segments.

The operating profit landed higher than 2017. This was possible due to lower fixed costs and a lower A&P base compared to 2017.

This is in line with the company strategy of improving its financial shape by developing its product mix and having mutual beneficial discussions with customers.

Intellectual capital resources

The employees constitute a very important asset for the Company.

The Company operates in a very competitive market and great emphasis is placed on recruiting and retaining the best employees. Focus is on the continued development and training of the employees via ongoing feedback on performance and by offering relevant courses to the associate. Employee engagement is measured in cooperation with Gallup and the employees take an active part in the development of action plans.

Management's Review

The expected development

By working in mutuality with our customers and consumers, we will in 2019 leverage on our product portfolio through a range of new product launches and a keen focus on existing products. Combined with a responsible approach to tight control of fixed cost, we expect the company to see single digit growth in the year to come.

Operating profit margin is expected to continue to improve in 2019, mainly driven by change in advertising strategies.

Statutory Statement of Social Responsibility - Business model

In 1947, Forrest E. Mars, Sr. documented his objective to build a business that manufactures and distributes food products in a manner that creates “mutuality of benefits” for all stakeholders. Still owned by the Mars family, we remain committed to this objective at every level of the company.

Our policies and standards cover diverse areas, with examples including the Mars Marketing Code, Quality and Food Safety Standards, Improper Payments Policy, Competition Law Compliance Program and our Supplier Code of Conduct which among other things contain policies around human rights and climate impact. Mars Danmark A/S is compliant with all Mars global policies.

Mars Danmark A/S is a sales and marketing organization whose key activity is to sell the products of Mars Incorporated in the Danish market. The products are Confectionery, Ice cream, pet food and human food. Furthermore, Mars Danmark A/S owns the Wrigley Scandinavia sublicensed rights to utilize and exploit Wrigley intellectual property in Denmark.

Mars Danmark is a part of Mars Nordics, and is based out of its headquarters in Ørestaden, Copenhagen. The Company has 122 employees located in its Copenhagen office who perform work within marketing, finance, logistics, HR, and corporate affairs. The Company bases its operations on five guiding principles; Quality, Responsibility, Mutuality, Efficiency, and Freedom. These principles aim to guide and unite business units across geography, language and culture.

Risk analysis

The risk of Mars Danmark influencing the environment, social and employee relationships, human rights and anti-corruption by its actions is estimated to be limited. Mars Danmark complies with all relevant legislation in the mentioned areas. However, Mars Danmark is particularly aware of the risks related to transport associated emissions, corruption, employee retention and the right to equality in the workplace.

As part of Mars Incorporated, Mars Danmark adheres to a number of global policies, which seek to solve and manage issues and risks of the Mars Group's operations worldwide. Insofar as there is a difference between the perception of risks of each of the aforementioned areas between the Mars Group and Mars Danmark, this is described for the individual area.

Management's Review

Environment

Mars Incorporated acknowledges the world is facing significant challenges like poverty, food insecurity and climate change and recognizes businesses like theirs have a significant role to play in tackling these challenges and shaping a positive, sustainable future. Mars Incorporated is aware that it is time for action, which is why Mars launched its Sustainable in a Generation Plan in September 2017. The Sustainable in a Generation Plan focuses on three interconnected ambitions Mars believe are essential drivers of sustainable growth: Healthy Planet: Reducing our environmental impacts in line with what science says is necessary to keep the planet healthy. Thriving People: Meaningfully improving the working lives of one million people in our value chain to enable them to thrive. Nourishing Wellbeing: Advancing science, innovation and marketing in ways that help billions of people and their pets lead healthier, happier lives.

For Mars Danmark, environmental concerns are related to the efforts that can be made from the Copenhagen Office in order to reduce the environmental impact of Mars Incorporated. It is the ambition of Mars Danmark to deal with environmental risks via the impact that the Company has through its facilities and transportation as outlined in Mars Danmark's environmental policies and to further minimize the emissions linked to international collaborations, by reducing the need for and use of flight transportation.

Mars Danmark is aware how advertisement campaigns and the materials involved impact the environment or have the potential to do so. Mars Denmark is committed to responsible and creative marketing across all of our brands. Mars Danmark complies to the Mars Marketing code which applies to all marketing communications for all food, chocolate, confections and gum products produced and licensed by Mars, Incorporated and Wrigley on a worldwide basis on all of our channels – from websites to press releases and everything in between.

Efforts and results concerning environmental issues

Throughout 2018, Mars Danmark continued to monitor travel related emissions by using travel cost as a proxy for environmental impact. This is done in order to minimize travel related emissions. Besides, Mars Danmark made efforts to promote the use of digital networking solutions in order to eliminate the requirement of travel.

In 2018, Mars Danmark made efforts to meet the requirements for obtaining WWF Green Office certification. The purpose of obtaining certification is to demonstrate the official commitment to a CO₂ footprint reduction, which is in line with the goals outlined in the Mars Sustainable in a Generation Plan.

Management's Review

Social and employee relationships

As a family-owned business driven by The Five Principles, Mars believe the global economy — and global businesses like theirs — need to do much more to ensure that work empowers people. Mars Incorporated is aware of the risks related to issues within the communities in which Mars Incorporated operates, that's why a cornerstone of the Sustainable in a Generation Plan is Mars' Thriving People ambition to meaningfully improve the lives of 1 million people across their value chain to enable them to thrive. To do this, Mars are engaging a network of partners from NGOs to governments and focusing on three areas where they believe they can drive meaningful change — increasing income, respecting human rights and unlocking opportunities for women.

For Mars Danmark, the primary risk is related to that of potential issues within employee retention. Mars Danmark deals with this risk via efforts to create an attractive workspace, as outlined and exemplified in the Mars Nordics Associate Handbook.

In order to run a profitable and efficient business, Mars Danmark is dependent on qualified and competent employees. However, the Company is mindful of the personal characteristics needed to succeed in the Mars workplace. Mars gives all employees the freedom to act with full responsibility for doing their assigned jobs. In return for accepting responsibility and delivering superior results, the Company is aware of its responsibility to create the ideal circumstances to do so, by providing respect and support as well as appropriate awards.

Mars Danmark believes that a diverse staff creates better results. It is the ambition of the Company to always hire the person most suited for the position and it is a goal of the Company to create a workplace in which the gender distribution reflects that of Danish society.

Mars Danmark endeavors to create a meaningful and evolving job to which the employees themselves contribute. It is an ambition of Mars Danmark to ensure that all employees maintain a healthy work-life balance. The Company encourages all employees to use all vacation days as well as keeping overtime to a minimum. Free time and vacation are perceived as a necessary means to recovery. Mars believes it should be possible to unite work and family life without aggravating opportunities in the workplace.

Mars policies regarding social and employee relationships are further elaborated in the Mars employee handbook.

Management's Review

Efforts and results concerning social and employee relationships

Mars Danmark continued in 2018 to distribute the employee handbook to all new employees. Besides, all new employees participate in a heavy on-boarding process in order to ensure that they are provided the best conditions to thrive and prosper in the Mars workplace.

Throughout 2018, Mars Danmark maintained efforts to promote a gender equal organization via endeavors in the recruitment practice, by maintaining focus on hiring the candidate most suited for the position.

In 2018, this led to a highly satisfactory level of employee turnover, as well as an on target gender diversity throughout the whole organization. Furthermore, the Company reached a top 25 ranking in the Great Place to Work ranking.

Human rights

Respecting human rights is the foundation for any successful and sustainable business. Mars acknowledges that challenges to human rights are widespread across the global economy and can be particularly complex at the farthest ends of global supply chains. Mars Incorporated believes it's critically important to for everyone touched by our business to be treated with fairness, dignity and respect from factory workers in Chicago to farmers in Cote d'Ivoire.

Mars Incorporated is committed to respecting human rights, and aims to do so by following the Mars Human Rights Policy, launched in 2014. For Mars Danmark, human rights risks are managed by creating a responsible workplace, which is exemplified in Mars Danmark's employee onboarding and outplacement efforts.

Mars Danmark adheres to the commitments to human rights of the Mars Group. The Company supports and acts in accordance with the UN guiding principles on Business and Human Rights. Furthermore, Mars Danmark acknowledge that it is the duty of government to protect and fulfill human rights, and the duty of Mars Danmark to respect and promote these rights throughout the Company's value chain.

Mars Danmark perceives human rights to also concern the right for individuals to have a job, which offers both professional and personal satisfaction, joy and meaning. Mars Danmark acknowledges that employees may choose work styles or career options that represent their own most appropriate balance of work within life, and it is the Company's ambition to support the employee in doing so.

Efforts and results concerning human rights

Mars Danmark continued to provide support to employees who wish to pursue career opportunities which better reflect personal preferences and needs. Via an outplacement program, Mars Danmark continued in 2018 to provide professional support via external suppliers, in order to ensure that employees are given the optimal conditions to achieve a job that provides both personal and professional satisfaction.

Management's Review

Anti-corruption

The Mars Group strives to conduct business around the world with the highest standards of ethics and in compliance with the law. The Mars Group is aware of the risks of corruptive behavior both within the organization and throughout the value chain. The Mars Group's efforts to combat corruptive behavior are embodied in the Mars Group Anti-Corruption Principle and the Mars Supplier Code of Conduct.

Mars Danmark follows and applies the supplier code of conduct developed by the Mars Group. The content is aligned with the U.K. Bribery Act, the U.S. Foreign Corrupt Practices Act and the California Supply Chain Transparency Act. Furthermore, it prohibits the use of child labor in accordance with the ILO Minimum Age convention No. 138, and in the areas of health and safety, the environment and ethical business practices.

Mars Danmark does not allow employees to either give or receive gifts from external parties, such as, but not limited to, suppliers and customers. Gifts include dinner, entertainment activities or similar activities which are not directly related to the business of Mars Danmark, as outlined in the Mars Nordic Associates Handbook.

Efforts and results concerning anti-corruption

Throughout 2018, Mars Danmark continued to enforce its supplier code of conduct in order to combat corruptive behavior. Furthermore, the Company continued to introduce all new employees to company policies on anti-corruption, via the employee handbook which is distributed to all new employees.

In 2018, there were no incidents at Mars Danmark which led to the termination of employees.

Management's Review

Gender diversity

Mars Danmark is a part of Mars Nordics, and is based out of its headquarters in Ørestaden, Copenhagen. The Company has 122 employees located in its Copenhagen office who perform work within marketing, finance, logistics, HR, and corporate affairs. The Company bases its operations on five guiding principles; Quality, Responsibility, Mutuality, Efficiency, and Freedom. These principles aim to guide and unite business units across geography, language and culture.

Women are underrepresented in many workplaces around the world, especially in senior positions. We are proud that we gradually at a global level increased the proportion of women in management roles, and we work hard to maintain that level. For 2018, the global result was 42%.

Diversity in management teams is globally tracked in talent metrics (Female Headcount Percent) and is evaluated quarterly for all countries (incl. Denmark) in structured reviews with the regional management team.

Denmark leads the way with 61% of Danish managers who are female (excluding management team) and 58% of the Management team members are female. Mars Danmark A/S will continue having gender diversity as a key focus area, as well as any discrimination in general.

Targeted programs, mentoring and support for female Associates play an important part in improving gender diversity. In addition to our Women in Leadership program, we offer a specific global program for Women in Sales Leadership.

Income Statement 1 January - 31 December

	Note	2018 TDKK	2017 TDKK
Revenue	1	483.240	476.768
Other operating income	2	96.837	92.200
Cost of sales		-276.215	-264.138
Other external expenses		-105.261	-117.524
Gross profit/loss		198.601	187.306
Staff expenses	3	-109.759	-104.143
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment	4	-617	-749
Profit/loss before financial income and expenses		88.225	82.414
Financial expenses	5	-468	-3.577
Profit/loss before tax		87.757	78.837
Tax on profit/loss for the year	6	-19.183	-18.346
Net profit/loss for the year		68.574	60.491

Balance Sheet 31 December

Assets

	Note	2018 TDKK	2017 TDKK
Other fixtures and fittings, tools and equipment		1.179	1.471
Property, plant and equipment	7	1.179	1.471
Deposits		2.126	2.074
Fixed asset investments	8	2.126	2.074
Fixed assets		3.305	3.545
Inventories		20.580	23.139
Trade receivables		35.423	32.753
Receivables from group enterprises		132.004	140.867
Other receivables		114	0
Deferred tax asset	10	779	802
Corporation tax		476	2.311
Prepayments	11	70	2.600
Receivables		168.866	179.333
Cash at bank and in hand		13.185	975
Currents assets		202.631	203.447
Assets		205.936	206.992

Balance Sheet 31 December

Liabilities and equity

	Note	2018 TDKK	2017 TDKK
Share capital		5.400	5.400
Retained earnings		46.153	22.579
Proposed dividend for the year		45.000	65.000
Equity		96.553	92.979
Provisions for pensions and similar obligations		4.832	3.970
Provisions		4.832	3.970
Trade payables		26.364	27.352
Payables to group enterprises		27.321	26.738
Other payables		50.866	55.953
Short-term debt		104.551	110.043
Debt		104.551	110.043
Liabilities and equity		205.936	206.992
Distribution of profit	12		
Contingent assets, liabilities and other financial obligations	13		
Related parties	14		
Fee to auditors appointed at the general meeting	15		
Accounting Policies	18		

Statement of Changes in Equity

	Share capital	Retained earnings	Proposed dividend for the year	Total
	TDKK	TDKK	TDKK	TDKK
Equity at 1 January	5.400	22.579	65.000	92.979
Ordinary dividend paid	0	0	-65.000	-65.000
Net profit/loss for the year	0	23.574	45.000	68.574
Equity at 31 December	5.400	46.153	45.000	96.553

Cash Flow Statement 1 January - 31 December

	Note	2018 TDKK	2017 TDKK
Net profit/loss for the year		68.574	60.491
Adjustments	16	20.268	22.672
Change in working capital	17	-4.743	-3.336
Cash flows from operating activities before financial income and expenses		84.099	79.827
Financial expenses		-468	-3.576
Cash flows from ordinary activities		83.631	76.251
Corporation tax paid		-17.325	-18.966
Cash flows from operating activities		66.306	57.285
Purchase of property, plant and equipment		-325	-200
Fixed asset investments made etc		-52	84
Cash flows from investing activities		-377	-116
Dividend paid		-65.000	-75.000
Change in group cash pool		11.281	10.313
Cash flows from financing activities		-53.719	-64.687
Change in cash and cash equivalents		12.210	-7.518
Cash and cash equivalents at 1 January		975	8.493
Cash and cash equivalents at 31 December		13.185	975
Cash and cash equivalents are specified as follows:			
Cash at bank and in hand		13.185	975
Cash and cash equivalents at 31 December		13.185	975

Notes to the Financial Statements

	<u>2018</u> TDKK	<u>2017</u> TDKK
1 Revenue		
Business segments		
Confectionery	271.107	255.799
Petcare and food	<u>212.133</u>	<u>220.969</u>
	<u>483.240</u>	<u>476.768</u>
2 Other operating income		
Other operating income consists of services sold to group companies.		
3 Staff expenses		
Wages and salaries	99.565	93.977
Pensions	8.775	8.763
Other staff expenses	<u>1.419</u>	<u>1.403</u>
	<u>109.759</u>	<u>104.143</u>
Average number of employees	<u>132</u>	<u>128</u>
Remuneration to the Executive Board has not been disclosed in accordance with section 98 B(3) of the Danish Financial Statements Act.		
4 Depreciation, amortisation and impairment of intangible assets and property, plant and equipment		
Depreciation of property, plant and equipment	<u>617</u>	<u>749</u>
	<u>617</u>	<u>749</u>

Notes to the Financial Statements

	2018 <u>TDKK</u>	2017 <u>TDKK</u>
5 Financial expenses		
Interest paid to group enterprises	259	845
Other financial expenses	90	2.614
Exchange loss	119	118
	<u>468</u>	<u>3.577</u>
6 Tax on profit/loss for the year		
Current tax for the year	19.196	18.013
Deferred tax for the year	23	589
Adjustment of tax concerning previous years	-36	-256
	<u>19.183</u>	<u>18.346</u>
7 Property, plant and equipment		Other fixtures and fittings, tools and equipment <u>TDKK</u>
Cost at 1 January		4.997
Additions for the year		325
Disposals for the year		<u>-152</u>
Cost at 31 December		<u>5.170</u>
Impairment losses and depreciation at 1 January		3.526
Depreciation for the year		617
Reversal for the year of previous years' impairment losses		<u>-152</u>
Impairment losses and depreciation at 31 December		<u>3.991</u>
Carrying amount at 31 December		<u>1.179</u>

Notes to the Financial Statements

8 Fixed asset investments

	Deposits TDKK
Cost at 1 January	2.074
Additions for the year	52
Cost at 31 December	<u>2.126</u>
Carrying amount at 31 December	<u>2.126</u>

9 Receivables from group enterprises

Of the Company's receivables from group enterprises, DKK 112.320k (2017: DKK 123.601k) are encompassed by group Cash Pools.

	2018 TDKK	2017 TDKK
10 Deferred tax asset		
Property, plant and equipment	-45	-11
Provisions	-734	-791
Transferred to deferred tax asset	779	802
	<u>0</u>	<u>0</u>
Deferred tax asset		
Calculated tax asset	779	802
Carrying amount	<u>779</u>	<u>802</u>

11 Prepayments

Prepayments consist of prepaid expenses concerning rent, insurance premiums, subscriptions and interest as well.

Notes to the Financial Statements

	2018 TDKK	2017 TDKK
12 Distribution of profit		
Proposed dividend for the year	45.000	65.000
Retained earnings	23.574	-4.509
	68.574	60.491

13 Contingent assets, liabilities and other financial obligations

Rental and lease obligations

Lease obligations under operating leases. Total future lease payments:

Within 1 year	9.598	10.159
Between 1 and 5 years	9.090	18.184
	18.688	28.343

Operating lease obligation	3.115	5.211
Rental obligation	15.573	23.132

Other contingent liabilities

The Danish group companies are jointly and severally liable for tax on the Group's jointly taxed income.

Notes to the Financial Statements

14 Related parties

Transactions

The Company has chosen only to disclose transactions which have not been made on an arm's length basis in accordance with section 98(c)(7) of the Danish Financial Statements Act.

Consolidated Financial Statements

The Company is included in the Group Annual Report of the Parent Company:

<u>Name</u>	<u>Place of registered office</u>
Mars Incorporated	McLean, Virginia, USA

The Company's nearest and ultimate Parent Company is Mars Incorporated, 6885 Elm Street, McLean, Virginia 22101, USA. The consolidated financial statements are not published, as Mars Inc. is privately owned.

15 Fee to auditors appointed at the general meeting

	<u>2018</u> TDKK	<u>2017</u> TDKK
Audit fee to PricewaterhouseCoopers	267	267
Tax advisory services	205	151
Non-audit services	135	64
	<u>607</u>	<u>482</u>

Notes to the Financial Statements

	<u>2018</u> TDKK	<u>2017</u> TDKK
16 Cash flow statement - adjustments		
Financial expenses	468	3.577
Depreciation, amortisation and impairment losses, including losses and gains on sales	617	749
Tax on profit/loss for the year	<u>19.183</u>	<u>18.346</u>
	<u>20.268</u>	<u>22.672</u>
17 Cash flow statement - change in working capital		
Change in inventories	2.557	366
Change in receivables	-2.671	-8.783
Change in other provisions	862	456
Change in trade payables, etc	<u>-5.491</u>	<u>4.625</u>
	<u>-4.743</u>	<u>-3.336</u>

Notes to the Financial Statements

18 Accounting Policies

The Annual Report of Mars Danmark A/S for 2018 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C .

Except for reclassifications in the cash flow statement, the accounting policies applied remain unchanged compared to last year.

The Financial Statements for 2018 are presented in TDKK.

Recognition and measurement

Revenues are recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortised cost are recognised. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Recognition and measurement take into account predictable losses and risks occurring before the presentation of the Annual Report which confirm or invalidate affairs and conditions existing at the balance sheet date.

Translation policies

Danish kroner is used as the presentation currency. All other currencies are regarded as foreign currencies.

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement.

Notes to the Financial Statements

18 Accounting Policies (continued)

Translation policies - continued

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the rates at the time when the receivable or the debt arose are recognised in financial income and expenses in the income statement.

Segment reporting

Segment information is presented in respect of business segments based on the Company's risks and returns and its internal financial reporting system.

Income Statement

Revenue

Revenue from the sale of goods for resale and finished goods is recognised in the income statement when the sale is considered effected based on the following criteria:

- delivery has been made before year end;
- a binding sales agreement has been made;
- the sales price has been determined; and
- payment has been received or may with reasonable certainty be expected to be received.

Revenue is recognised exclusive of VAT and net of discounts relating to sales.

Cost of sales

Cost of sales comprise costs of finished goods and goods for resale to achieve revenue for the year.

Other external expenses

Other external expenses comprise expenses for premises, sales and distribution as well as office expenses, etc.

Staff expenses

Staff expenses comprise wages and salaries as well as payroll expenses.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise amortisation, depreciation and impairment of intangible assets and property, plant and equipment, as well as profit and loss from disposals.

Notes to the Financial Statements

18 Accounting Policies (continued)

Other operating income and expenses

Other operating income and other operating expenses comprise items of a secondary nature to the main activities of the Company.

Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year.

Tax on profit/loss for the year

Tax for the year consists of current tax for the year and changes in deferred tax for the year. The tax attributable to the profit for the year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

The Company is jointly taxed with Danish sister companies. The tax effect of the joint taxation is allocated to enterprises in proportion to their taxable incomes.

Balance Sheet

Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Depreciation based on cost reduced by any residual value is calculated on a straight-line basis over the expected useful lives of the assets, which are:

Other fixtures and fittings, tools and equipment	3-6 years
Leasehold improvements	5 years

Assets costing less than DKK 13,500 are expensed in the year of acquisition.

Impairment of fixed assets

The carrying amounts of intangible assets and property, plant and equipment are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

Notes to the Financial Statements

18 Accounting Policies (continued)

If so, the asset is written down to its lower recoverable amount.

Fixed asset investments

Fixed asset investments consist of deposits.

Inventories

Inventories are measured at the lower of cost under the FIFO method and net realisable value.

The net realisable value of inventories is calculated at the amount expected to be generated by sale of the inventories in the process of normal operations with deduction of selling expenses. The net realisable value is determined allowing for marketability, obsolescence and development in expected selling price.

The cost of goods for resale, raw materials and consumables equals landed cost.

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

Receivables

Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

Prepayments

Prepayments comprise prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

Equity

Dividend

Dividend distribution proposed by Management for the year is disclosed as a separate equity item.

Provisions

Provisions are recognised when - in consequence of an event occurred before or on the balance sheet date - the Company has a legal or constructive obligation and it is probable that economic benefits must be given up to settle the obligation.

Notes to the Financial Statements

18 Accounting Policies (continued)

Deferred tax assets and liabilities

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets are measured at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax due to changes to tax rates are recognised in the income statement or in equity if the deferred tax relates to items recognised in equity.

Current tax receivables and liabilities

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.

Financial debts

Debts are measured at amortised cost, substantially corresponding to nominal value.

Cash Flow Statement

The cash flow statement shows the Company's cash flows for the year broken down by operating, investing and financing activities, changes for the year in cash and cash equivalents as well as the Company's cash and cash equivalents at the beginning and end of the year.

Cash flows from operating activities

Cash flows from operating activities are calculated as the net profit/loss for the year adjusted for changes in working capital and non-cash operating items such as depreciation, amortisation and impairment losses, and provisions. Working capital comprises current assets less short-term debt excluding items included in cash and cash equivalents.

Cash flows from investing activities

Cash flows from investing activities comprise cash flows from acquisitions and disposals of intangible assets, property, plant and equipment as well as fixed asset investments.

Notes to the Financial Statements

18 Accounting Policies (continued)

Cash flows from financing activities

Cash flows from financing activities comprise cash flows from the raising and repayment of long-term debt as well as payments to and from shareholders.

Cash and cash equivalents

Cash and cash equivalents comprise "Cash at bank and in hand".

The cash flow statement cannot be immediately derived from the published financial records.

Financial Highlights

Explanation of financial ratios

Profit margin	$\frac{\text{Profit before financials} \times 100}{\text{Revenue}}$
Return on assets	$\frac{\text{Profit before financials} \times 100}{\text{Total assets}}$
Solvency ratio	$\frac{\text{Equity at year end} \times 100}{\text{Total assets at year end}}$
Return on equity	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$