CrispyFood®

Crispy Food A/S

Blommeskoven 2, 4281 Gørlev

CVR no. 73 79 33 19

Annual report 2023

Approved at the Company's annual general meeting on 1 March 2024

Chair of the meeting:

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Jesper Fogtmann

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Statement by the Board of Directors and the Executive Board

Today, the Board of Directors and the Executive Board have discussed and approved the annual report of Crispy Food A/S for the financial year 1 January - 31 December 2023.

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 of the Company at 31 December 2023 and of the results of the Company's operations for the financial year 1 January - 31 December 2023.

Further, in our opinion, the Management's review gives a fair review of the matters discussed in the Management's review.

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

22 February 2024
Executive Board:

Christian Bring

Board of Directors:

Jesper Fogtmann Chairman	Christian Boas Linde	Hans Nicolai Hansen
Per Fogtmann	Preben Fogtmann	Jacob Ørskov Rasmussen

Independent auditor's report

To the shareholders of Crispy Food A/S

Opinion

We have audited the financial statements of Crispy Food A/S for the financial year 1 January - 31 December 2023, 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 2023 and of the results of the Company's operations for the financial year 1 January - 31 December 2023 in accordance with the Danish Financial Statements Act.

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

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 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 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 the 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.

Independent auditor's report

- 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 we have 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.

Aabenraa, 22 February 2024
EY Godkendt Revisionspartnerselskab
CVR no. 30 70 02 28

Jon Midtgaard
State Authorised Public Accountant
mne28657

Management's review

Company details

Name	Crispy Food A/S
Address, Postal code, City	Blommeskoven 2, 4281 Gørlev
CVR no.	73 79 33 19
Established	31 October 1983
Registered office	Kalundborg
Financial year	1 January - 31 December
E-mail	crispy@crispyfood.com
Telephone	+45 58 87 05 00
Board of Directors	Jesper Fogtmann, Chairman Christian Boas Linde Hans Nicolai Hansen Per Fogtmann Preben Fogtmann Jacob Ørskov Rasmussen
Executive Board	Christian Bring
Auditors	EY Godkendt Revisionspartnerselskab Skibbroen 16, 6200 Aabenraa, Denmark

Management's review

Financial highlights

DKK'000	2023	2022	2021	2020	2019
Key figures					
Revenue	316,410	323,452	313,814	290,250	159,242
Gross profit	29,984	34,946	22,291	32,165	31,554
Operating profit/loss	-3,003	-5,524	-13,054	-1,873	13,943
Net financials	2,265	7,096	-3,223	-2,508	-577
Profit for the year	736	4,137	-10,975	-8,818	10,634
Fixed assets	139,058	150,911	135,288	157,389	51,441
Non-fixed assets	79,486	83,161	97,351	78,603	33,549
Total assets	218,544	234,072	232,639	235,992	84,990
Investments in property, plant and equipment	11,313	6,494	45,974	39,458	11,369
Equity	74,101	74,199	67,054	76,294	36,921
Provisions	5,892	5,114	6,140	8,191	1,166
Non-current liabilities other than provisions	32,104	42,918	60,912	62,791	13,039
Current liabilities other than provisions	106,447	111,841	98,533	88,716	33,864
Financial ratios					
Return on assets	-1.3%	-2.4%	-5.6%	-1.2%	18.4%
Equity ratio	33.9%	31.7%	28.8%	32.3%	43.4%
Return on equity	1.0%	5.9%	-15.3%	-15.6%	30.2%
Average number of full-time employees	**140**	**156**	**153**	**150**	**68**

As a continuing company, the company entered into a merger with Nakskov Mill Food A/S with accounting effect from 1 January 2020. Comparative figures for 2019 have not been restated. Financial ratios are defined under accounting policies.

Management's review

Business review

Crispy Food is Denmark's premier producer of breakfast cereals with a wide range of both classic and innovative breakfast products (cereals) made from quality raw materials with a focus on high food-safety. The Company's primary sales channels are brand owners and retail customers in Europe. Further, Crispy Food specialises in the production of Top Cup solutions for the dairy industry and other food solutions, as well as food extrusion, including high-protein vegan raw materials for industrial use in sustainable and plant-based food solutions.

Building on significant capital investments and structural changes implemented in the period from 2019 to 2021, positive trends continued in 2023, reflecting the initial returns on these strategic initiatives outlined in our management's business plan. The resilience of our team and the versatility of our product range, places us in a robust position. Looking forward, our primary focus remains on driving operational enhancements and fostering sustainable, profitable growth in the years to come.

In line with our commitment to Environment, Social, and Governance (ESG) principles, Crispy Food continued to invest in initiatives aimed at improving the working environment, reducing our climate footprint, and ensuring effective resource allocation. These efforts underscore our dedication to responsible corporate citizenship and sustainability.

It is the mission of Crispy Food to create powerful food concepts and work in close partnership with our customers to create innovative, sustainable, and high-quality products that ensure great eating experiences for the modern consumer.

Financial review

In the fiscal year 2023, Crispy Food achieved a positive after-tax result of DKK 0.7 million, a decrease from the previous year's figure of DKK 4.1 million in 2022. While the outcome is below the projections outlined in the 2022 annual report (expected profit before tax in the range of DKK 5 – 10 million), we acknowledge that it falls short of our desired level. This is, however, anticipated given the challenging market conditions experienced in 2023, marked by ongoing geopolitical uncertainties, recession risks, and the impact of heightened interest rates, compounded by the persistent challenges presented by the prevalent effects of high inflation.

The supply chain continued to encounter complexities due to the ongoing conflict in Ukraine, leading to disruptions in the availability of raw materials, energy, and freight. Despite these challenges, Crispy Food remained resilient, actively addressing these issues to ensure a consistent and high-quality delivery performance to our valued customers.

Economic challenges persist with high inflation affecting purchasing power and hampering consumption growth across Crispy Food's operating markets. In 2023, inflation levels persisted, having peaked at 10.6%in October 2022 for the Eurozone and subsequently declining at slow pace to 2.9%by the 2023. Despite the decrease from the peak, inflation continued to remain elevated.

As of December 31, 2023, the equity ratio stands at 33,9 %(compared to 31,7 %in 2022), with total equity reaching DKK 74 million. The equity capital adequacy is assessed as robust in relation to the Company's planned activities and investments.

Risks

General risks

The Company's growth, acquisitions and market positioning over recent years have largely eliminated the operational risk associated with retaining a few but relatively large customers in the Company's customer base.

Credit risks

The Company's primary credit risk is that customers fail to pay amounts payable for products and services provided to them by the Company. Crispy Food's customers are predominantly large, international food companies with robust credit ratings, high solvency ratios, spread across several geographies within Europe. This provides a natural hedge against credit risk.

To further mitigate the credit risks, the Company's credit policy includes guidelines and rules for assessing credit risk for new customers, payment terms and procedures, and processes for handling outstanding receivables. All sales orders where some credit risk is expected will be covered by prepayments and/or other collateral.

Management's review

Currency risks

The Company sells its products on the European market and invoices mainly in EUR and DKK. Furthermore, the Company has significant receivables and payables in these currencies. The Company is therefore exposed to currency movements between EUR/DKK. The Company benefits to a certain extent from natural hedges due to EUR denominated costs. Management assesses hedging of currency exposures on a case-by-case basis, while EUR exchange rate risk is considered to be low due to Denmark's fixed exchange rate policy against the EUR.

Interest rate risks

To hedge against significant interest rate fluctuations, interest rate swaps have been concluded whereby variable interest rates are converted into fixed interest rates. However, the sharp increase in leading interest rates seen during 2023, was not fully hedged and thus, this development impacted our financial result negatively.

Special risks

The continued war in Ukraine, political instability in various regions, such as the escalation of the Israeli-Palestinian Conflict, pose significant risks to Crispy Food A/S. These factors present direct threats to our ability to source the materials and components necessary for our operations. Furthermore, the geopolitical tensions create an indirect risk by potentially influencing the global economy and impacting our customers' demand for products and new launches.

The escalation of the Israeli-Palestinian Conflict and similar geopolitical challenges can disrupt global commodity supplies and lead to fluctuations in prices, further impacting our supply chain. This volatility introduces a level of uncertainty that increases risk, particularly in our operations. Additionally, the security of supply from our suppliers and subcontractors is at risk in the face of ongoing geopolitical and pandemic-related challenges.

Knowledge resources

The skills and experience of our employees are our most valuable assets. Hence, significant resources are continually invested in research and development, enabling the Company to maintain and expand its status as the preferred supplier in its industry. We employ our own staff with specialised food and nutrition, as well as technical backgrounds in both sales, product development, project management, and production technology. Through their knowledge, skills, and experience, we customize our products and machinery, enabling us to develop unique products together with our customers.

Impact on the external environment

Crispy Food A/S is an environmentally conscious company and places crucial importance on food safety, the use of quality raw materials and production certifications throughout the value chain. The Company invests heavily in ESG initiatives and works continuously to minimise waste and environmentally conscious production, as well as sorting waste for recycling throughout the Company. Work to reduce environmental impact is an ongoing process and in 2022 large initiatives were kicked-off with external partners to further invest in environmental initiatives, as the Company looks to further reduce their climate footprint in the short term.

Research and development activities

We continually invest significantly in the development and marketing of new products, as well as investments in optimising methods and processes.

Crispy Food continuously works on improvements to existing platforms and technologies and develops new features to improve its position in the Company's food industry business areas. These activities also enhance the Company's ability to meet and understand customer demand for product innovation through close collaboration with individual customers. At the same time, ongoing product development is underway to improve food safety, reduce waste and resources, optimize productivity and experiment with new ingredients.

Management's review

Statutory CSR report

This section is the statutory corporate responsibility report, cf. Danish FSA §99a, for Crispy Food A/S coverering the financial period 1 January - 31 December 2023.

CEO Statement

"Crispy Food is dedicated to building a sustainable future for generations to come. By implementing cutting-edge technologies and sustainable practices, we aim to reduce our environmental impact. We promote a positive production and consumption cycle, emphasizing the reuse and recycling of materials. Our ambitious goal is to cut CO2 emissions by 50%by 2025 and achieve 'NET-ZERO' (in our productions) by 2030. In 2023 we have been taking some important steps towards our 2025 goal of lowering emissions by 50% by implementing solar cells and heat recovery on our sites.

Striving to minimize energy consumption and enhance product safety, sustainability remains a top priority. Addressing the critical issue of food waste, we acknowledge our responsibility as food manufacturers. We focus on reducing process waste and actively working on initiatives to prevent food waste in our production facilities and beyond.

Our employees are the cornerstone of our success. Recognizing the importance of an attractive workplace, we are committed to providing a positive and enjoyable environment that fosters collaboration, creativity, and efficient production. We empower our employees, offering resources, programs, and initiatives to support their growth and contributions to the company. Embracing diversity and inclusivity, we strive for a workplace culture that respects and values all backgrounds, perspectives, and ideas. Therefore, it has been crucial for us to have the right value set, which led to the launch of our new value foundation, this initiative serves to unify our various sites under a cohesive One Company Culture."

For 125 years, Crispy Food has passionately provided delicious and sustainable plant-based products. We believe in the power of plants to nourish people, communities, and the planet. Committed to creating products that make plant-based options more accessible while contributing positively to global health, we look forward to continuing this journey for many years to come."

Our Business and Strategy

Crispy Food stands as Denmark's leading breakfast cereal producer, drawing on over 125 years of expertise in crafting and promoting these products for both Brand Owners and Private Label partners. As an integral member of the KOFF group, a family-owned holding company encompassing various Danish Food enterprises, we play a pivotal role in Europe's food industry and have become Europe's leading supplier of Top Cups.

Our immersion in food retailing has instilled a profound respect for consumer needs and preferences. Through strategic partnerships with renowned innovation consultancies and educational institutions, we continuously deepen our understanding of consumer trends. Since the inception of our R&D department in 2004, we've solidified our reputation as trusted consultants and partners in pioneering product development.

Ensuring the highest standards of food safety, our production processes align with the FSSC 22000- or BRC-certified quality assurance programs. Prioritizing the well-being and safety of our employees, we proudly hold memberships in Sedex, a leading ethical trade organization, and are SMETA 4 pillar certified.

Aligned with our commitment to sustainable development, our values, encapsulated in CARE (Committed, Accountable, Respect, Empowerment), underscore our dedication to ethical business practices.

Management's review

ESG Governance and ESG policies

Sustainability Management

Our Sustainability initiatives and ESG Governance management are driven by the ESG Steering Committee consisting of Management Team members from the Supply Chain, Technical Department, Procurement, Sales, Marketing, Finance, and HR, which cover all areas of Crispy Food's operations. Crispy Food's Head of ESG heads the committee and reports to the Management/Executive team.

The ESG Steering Committee and the Management team continuously assess the risks, opportunities, and progress of Crispy Food's ESG actions and decide which initiatives are relevant to launch, adjust or discard. Monthly ESG steering group committee meetings are held. The Head of ESG coordinates the ESG projects that have been initiated as part of the sustainability strategy and reports directly to the CEO.

Crispy Food's commitment to ESG and sustainable development (described in our general ESG Policy) and our business relationships "Code of Conduct" (our expectations for all business relations, including suppliers) are fundamental to all other policies. However, there is a risk that the human rights are not being respected in the part of the supply chain, we don't have visibility over.

Our Core Policies

- Environment and climate policy
- Human rights & labour policy
- Anti-corruption policy
- Employee handbook

Supplier code of conduct
The Code of Conduct and human rights & labour policy include the right of employees to form trade unions, equal rights for women and men and the avoidance of child labour. In this way, the Company aims to ensure, among other things, that suppliers' employees have the right to establish trade unions, that women and men are employed on equal terms and thus have equal rights, and that suppliers do not use child labour. It is a requirement that all suppliers have signed the Company's Code of Conduct.
Crispy Food does not have due diligence processes, but we conduct ongoing checks and risk assessments of our suppliers of raw materials, packaging, and commodities.

ESG Strategy

Crispy Food formulated its ESG strategy in 2022. Our primary objective by 2030 is to achieve NET ZERO status concerning our CO_2 footprint. This ambitious goal is underpinned by the establishment of four key pillars in our ESG strategy:

- Responsible operations
- Responsible products
- Responsible relations
- Responsible to our employees

Our ESG aspiration and strategy is presented in this overview.

Management's review

Responsible products

We strive to deliver responsible and competitive products to our customers and consumers with best-in-class quality, uncompromising high levels of food safety and food ethics. At Crispy Food, we primarily promote plant-based products with an increased strategic focus on developing sustainable and re-cyclable packaging.

Actions and Results in 2023

- Laminate multi-layer foils for retail bags are identified as remaining packaging material in our portfolio are to be changed to a recyclable material structure to obtain a 100%recyclable packaging assortment by 2025. Change-over to Mono-PE foils with improved recyclability in process.
- Mono-material PET solution available to Top Cups.
- Promotion of plant-based sustainable products in our communication and marketing materials.

Responsible production

To ensure our company stays ahead of the competition and continues to work towards environmental sustainability, we have taken a proactive approach by investing in several sustainable initiatives across all factories. Our primary focus is to contribute to the fight against climate changes by reducing our CO2 emissions through energy reduction initiatives and by replacing fossil-based production processes with renewable energy (electrification). Furthermore, the promotion of circularity is our ambition by improving our waste management and waste reduction programs. We acknowledge that our business and our production are related to certain risks concerning our impact on the environment and climate. Mainly energy consumption, water consumption, and the quality of treated wastewater are considered to pose the most significant risks to environmental and climatic conditions.

Actions and Results in 2023

- Implementation of solar panels at our factory in Nakskov
- Implementation of heat recovery in Gørlev and Nakskov - Utilization of surplus heat from factory production processes for heating premises and hot water.
- Out-phasing of heavy-fuel oil
- Reduction in organic waste 10%

Responsible relations

We want to maintain and further develop responsible and sustainable relations with all our business partners and stakeholders. Crispy Food's ambition is to ensure responsible purchasing and sales continuously.

Working with responsible procurement means we require our suppliers to be GFSI-certified, which is the building block for further ESG partnerships with selected suppliers. Our procurement department has been working closely with QHSE to obtain an improved ESG risk analysis system, and this year, we have sent out the first ESG questionnaire regarding ingredients and packaging to all our suppliers. This risk analysis tool will help us evaluate our supplier's ESG profile. Based on this review, we will know which suppliers we will audit in 2024 – and the suppliers can now be chosen based on their ESG performance. In the future, it will be a permanent part of our supplier audits to be audited within ESG.

Furthermore, risk evaluations regarding anti-corruption are part of our ESG risk evaluations implemented in 2023. In addition, risk of anti-corruption in our full supply chain is expected to have increased focus the coming years.

The main corruption and unethical business behavior risks are associated with our supplier function, as it involves close interactions with suppliers. We acknowledge the potential risk of unethical behavior when engaging with third parties in this capacity.The anti-corruption policy implemented, includes rules on gifts and hospitality, fraud, conflict of interest and whistleblowing procedures.

We are committed to strengthening our collaboration with local communities and relevant stakeholders in order to proactively identify and mitigate potential adverse human rights impacts stemming from our operations.

Management's review

Actions and Results in 2023

- ESG Risk assessment tool for supplier evaluation implemented.
- ESG survey sent out to our suppliers.
- The first ESG customer survey has been sent out to create a baseline for our further activities and communication.
- We have continuous screening of our sales regarding corruption and bribery risks.

Responsible to our employees

At Crispy Food, we wish to ensure a great workplace with high employee satisfaction. Work safety and healthy mental and physical environments are the highest on our strategic agenda. In 2023, we have been working with different initiatives to support and further develop an excellent environment for our employees to thrive.

We acknowledge to have certain risks in relation to our social responsibilities and responsibilities towards our employees. Our most material risks related to social and employee conditions include the risk of work-related accidents. Therefore, we prioritize initiatives that strengthen our working environment and physical and mental health environment. In financial year 2023, there were no human right violations. Our comprehensive training programs led to a notable increase in employee awareness and understanding of human rights, fostering a more inclusive and respectful workplace culture.

Actions and Results in 2023

- Workplace evaluation questionnaire covering mental and physical working environment (Danish: APV) performed at the Nakskov site.
- Employee satisfaction survey performed at the Nakskov site.
- HR organization upgraded with 1 HR Coordinator in Rybnik - 1 student worker, 5 apprentices, 7 internships.
- HR initiatives incorporated in our ESG strategy and action plans and will have high priorities the coming years.

Report on the gender composition of Management

At Crispy Food A/S, fostering an inclusive workplace is paramount to us. We are dedicated to cultivating an environment where every employee can actively contribute to the company's success, and where their skills, experiences, and diverse perspectives are not only welcomed but valued.

We recognize and appreciate the unique qualities of each team member, irrespective of gender, age, nationality, religion, sexual orientation, language, political views, or disabilities. We actively encourage individuals with the right skills to apply for our open positions, including management roles.

To enhance diversity in our workforce, we have proactively collaborated with recruitment partners, urging them to seek out female candidates in a positive manner. Furthermore, we've revamped our job descriptions to attract a more varied pool of candidates.

Gender composition of management and goals are summarised as follows:

Management's review

5 years overview

	2023	2022	2021	2020	2019
Supreme governing body					
Total number of members	6	6	6	6	6
Underrepresented gender in %	0	0	0	0	0
Target figure in %	17	17	0	0	0
Year in which the target figure is expected to be met	2025	2025			
Other levels of management					
Total number of members	6	8	9	9	7
Underrepresented gender in %	17	38	44	44	29
Target figure in %	33	0	0	0	0
Year in which the target figure is expected to be met	2025				

Supreme governing body

While there are currently no female representatives on the Board of Directors, the selection process for the existing board was based on unique competencies essential for the company's business and growth areas. As of the end of 2023, the Board comprised six members, all men.

In the financial year, we have confirmed our clear and transparent criteria for board nominations, emphasizing the importance of diversity as well as industry specific competencies.

Towards 2025, our goal is to have at least one female representative on the Board of Directors of Crispy Food A/S, corresponding to 17% No elections was held during the year, which is why the goal was not achieved.

Other levels of management

In the fiscal year 2023, 17%of other management levels (our management team) were filled by women, reflecting our commitment to gender diversity. The management team, consisting of 6 individuals in 2023, is defined as the CEO and those with direct reporting lines to the CEO. The composition of the management team experienced a shift during the year, primarily driven by the reorganization of the company's management framework. This reorganization serves as the main driver for behind the variation in female representation within the management team. It is important to emphasize that this change is specific to the management team and does not necessarily reflect the broader diversity within the organization.

As a component of our policy implementation and through the introduction of our new HR partner, we introduced guidelines in 2023 that promote diverse interview panels for managerial positions.

Towards 2025, our goal is to have at least 33%female representative in other management levels.

Data ethics

Crispy Food currently considers that it is not appropriate to formalise a data ethics policy. This is because Crispy Food only collects and processes data to a limited extent as part of its core business, and we do not undertake specific data analysis, evaluation or segmentation on a large scale ourselves or through external suppliers. Crispy Food has policies for IT Security, Privacy Policy and related areas. We will ensure compliance with applicable data protection laws at all times and as a company we have a strong focus on the principles of self-determination, human dignity, responsibility, equality and fairness, progressiveness and diversity in general.

The need for a data ethics policy will be review on and ongoing basis.

Events after the balance sheet date

No events materially affecting the Company's financial position have occurred subsequent to the financial year-end.

Management's review

Outlook

The outlook for 2024 may be significantly influenced by the ongoing multi-crisis, where the combined impact of the war in Ukraine, the Israeli-Palestinian Conflict, high inflation, and potential economic recession is expected to continue exerting pressure on business and financial performance. The escalation of geopolitical conflicts and the potential repercussions from the Israeli-Palestinian Conflict further heighten uncertainty, thereby increasing the associated risks.

Crispy Food remains vigilant, closely monitoring market dynamics, and is poised to make necessary adjustments to ensure a positive and profitable development. The potential risks stemming from the continued war in Ukraine, political instability, and the Israeli-Palestinian Conflict are carefully considered in our outlook, acknowledging the potential impact on our supply chain, operations, and overall financial performance. The commitment to strategic initiatives and adaptability to market conditions underscores our dedication to navigating challenges and fostering sustained growth in the face of these uncertainties.

For 2024, management expects a revenue growth of 1-2%and a profit before tax of DKK 5 – 10 million.

Financial statements 1 January - 31 December

Income statement

Note	DKK'000	2023	2022
3	**Revenue**	316,410	323,452
19,4	Production costs	-286,426	-288,506
	Gross profit	29,984	34,946
19,4	Distribution costs	-18,426	-23,204
19,4, 20	Administrative expenses	-14,561	-17,265
	Operating profit/loss	-3,003	-5,523
	Other operating income	84	81
	Profit/loss before net financials	-2,919	-5,442
	Income from investments in group entities	7,337	10,688
5	Financial income	532	303
6	Financial expenses	-5,604	-3,895
	Profit/loss before tax	-654	1,654
7	Tax for the year	1,390	2,483
	Profit for the year	736	4,137

Financial statements 1 January - 31 December

Balance sheet

Note	DKK'000	2023	2022
	ASSETS		
	Fixed assets		
10	**Intangible assets**		
	Acquired intangible assets	7,741	9,142
		7,741	9,142
11	**Property, plant and equipment**		
	Land and buildings	41,486	44,649
	Plant and machinery	50,875	56,315
	Other fixtures and fittings, tools and equipment	9,537	4,816
	Property, plant and equipment in progress	2,630	4,794
		104,528	110,574
12	**Investments**		
	Investments in group entities	22,864	23,331
	Receivables from group entities	3,925	7,864
		26,789	31,195
	Total fixed assets	139,058	150,911
	Non-fixed assets		
	Inventories		
	Raw materials and consumables	20,968	25,129
	Work in progress	1,845	1,358
	Finished goods and goods for resale	4,774	4,744
		27,587	31,231
	Receivables		
	Trade receivables	37,769	31,956
	Receivables from group entities	6,131	10,072
	Other receivables	6,384	245
13	Prepayments	1,097	950
		51,381	43,223
	Cash	518	8,707
	Total non-fixed assets	79,486	83,161
	TOTAL ASSETS	218,544	234,072

Financial statements 1 January - 31 December

Balance sheet

Note	DKK'000	2023	2022
	EQUITY AND LIABILITIES		
	Equity		
14	Share capital	1,010	1,010
	Hedging reserve	-796	-877
	Foreing currency translation reserve	851	-63
	Retained earnings	73,036	74,129
	Total equity	74,101	74,199
	Provisions		
16	Deferred tax	5,892	5,114
	Total provisions	5,892	5,114
	Liabilities other than provisions		
17	**Non-current liabilities other than provisions**		
	Mortgage debt	16,157	21,938
	Bank debt	12,050	16,430
	Lease liabilities	3,897	4,550
		32,104	42,918
	Current liabilities other than provisions		
17	Current portion of long-term liabilities	12,275	13,657
	Bank debt	41,171	49,316
18	Derivative financial instruments	1,028	1,132
	Trade payables	31,540	28,187
	Payables to group entities	8,212	7,497
	Other payables	11,157	9,618
	Deferred income	1,064	2,434
		106,447	111,841
	Total liabilities other than provisions	138,551	154,759
	TOTAL EQUITY AND LIABILITIES	218,544	234,072

1 Accounting policies
2 Events after the balance sheet date
8 Appropriation of profit
9 Disclosure of fair values
15 Treasury shares
21 Contractual obligations and contingencies, etc.
22 Security and collateral
23 Related parties

Financial statements 1 January - 31 December

Statement of changes in equity

Note	DKK'000	Share capital	Hedging reserve	Foreing currency translation reserve	Retained earnings	Total
	Equity at 1 January 2023	1,010	-877	-63	74,129	74,199
	Capital increase	45	0	0	7,011	7,056
	Capital reduction	-45	0	0	45	0
8	Transfer, see "Appropriation of profit"	0	0	0	736	736
	Currency translation of foreign entity	0	0	914	0	914
	Value adjustments of hedging transactions	0	81	0	0	81
	Acquisition of treasury shares	0	0	0	-8,885	-8,885
	Equity at 31 December 2023	1,010	-796	851	73,036	74,101

Capital increase and acquisition of treasury shares was made in connection with settlement of incentive programmes. Afterwards, treasury shares was cancel by capital reduction.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies

The annual report of Crispy Food A/S for 2023 has been prepared in accordance with the provisions in the Danish Financial Statements Act applying to large reporting class C entities.

Pursuant to section 112(1) of the Danish Financial Statements Act, the Company has not prepared consolidated financial statements. The financial statements of Crispy Food A/S are included in the consolidated financial statements of KOFF A/S, Aabenraa, Denmark, (reg. no. 69649610)

The accounting policies used in the preparation of the financial statements are consistent with those of last year.

Omission of a cash flow statement

With reference to section 86(4) of the Danish Financial Statements Act, no cash flow statement has been prepared. The Company's cash flows are reflected in the consolidated cash flow statement for the higher-ranking parent company Koff A/S.

Reporting currency

The financial statements are presented in Danish kroner (DKK'000).

Foreign currency translation

On initial recognition, transactions denominated in foreign currencies are translated at the exchange rate at the transaction date. Foreign exchange differences arising between the exchange rates at the transaction date and the date of payment are recognised in the income statement as financial income or financial expenses.

Receivables and payables and other monetary items denominated in foreign currencies are translated at the exchange rate at the balance sheet date. The difference between the exchange rates at the balance sheet date and the date at which the receivable or payable arose or was recognised in the most recent financial statements is recognised in the income statement as financial income or financial expenses.

Foreign group entities

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

On initial recognition, derivative financial instruments are recognised at cost in the balance sheet and are subsequently measured at fair value. Positive and negative fair values of derivative financial instruments are presented as separate items in the balance sheet.

Fair value adjustments of derivative financial instruments designated and qualifying as hedging of future assets or liabilities are recognised as separate items in the balance sheet and in the hedging reserve under equity. If the forecast transaction results in the recognition of assets or liabilities, amounts previously recognised in equity are transferred to the cost of the asset or liability, respectively. If the forecast transaction results in income or expenses, amounts previously recognised in equity are transferred to the income statement in the period in which the hedged item affects the income statement.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Income statement

Revenue

The Company has chosen IAS 11/IAS 18 as interpretation for revenue recognition.

Income from the sale of goods for resale and finished goods, including breakfast cereals and other food solutions, is recognised in revenue when the most significant rewards and risks have been transferred to the buyer and provided the income can be measured reliably and payment is expected to be received. The date of the transfer of the most significant rewards and risks is based on standardised terms of delivery based on Incoterms® 2020.

Revenue is measured at the fair value of the agreed consideration excluding VAT and taxes charged on behalf of third parties. All discounts and rebates granted are recognised in revenue.

Production costs

Production costs comprise costs incurred in generating the revenue for the year. Such costs include direct and indirect costs of raw materials, consumables and production staff, rent and leases, as well as depreciation on production plant.

Research costs, development costs not satisfying the criteria for capitalisaion and amortisation/depreciation of capitalised development costs are also recognised under production costs.

Distribution costs

Distribution costs comprise costs related to the distribution of goods sold in the year and to sales campaigns, etc. carried out in the year, including costs related to sales staff, advertising, exhibitions and amortisation/depreciation. Sales and marketing costs are recognised in the income statement when the Company obtains control of the sales or marketing product.

Administrative expenses

Administrative expenses include expenses incurred in the year for purposes of managing and administering the company, including expenses relating to administrative staff, management, office premises/expenses as well as amortisation/depreciation of assets used for administrative purposes.

Other operating income

Other operating expenses comprise items of a secondary nature relative to the Company's core activities, including gains on the sale of non-current assets.

Staff costs

Staff costs include wages and salaries, including compensated absence and pension to the Company's employees, as well as other social security contributions, etc. The item is net of refunds from public authorities. Staff costs are recogninsed under production cost, distribution cost or administrative expenses.

Share-based payment scheme:
The value of services received from employees in exchange for granted share incentive schemes is measured at fair value.
Share-based payment schemes, which can be remunerated in shares or by cash settlement of share options are measured at the fair value of the liability and recognised in the income statement as staff costs as the employees' services are received over the vesting period. On subsequent recognition, the fair value of the share incentive schemes is remeasured at each end of the reporting periods and at final settlement, and any changes in the value of the share incentive schemes are recognised in the income statement as staff costs in proportion to the lapsed part of the vesting period. The counter entry is recognised under liabilities.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Amortisation/depreciation

The item comprises amortisation/depreciation of intangible assets and property, plant and equipment.

The basis of amortisation/depreciation, which is calculated as cost less any residual value, is amortised/depreciated on a straight line basis over the expected useful life. The expected useful lives of the assets are as follows:

Acquired intangible assets	3-10 years
Buildings	5-50 years
Plant and machinery	3-15 years
Other fixtures and fittings, tools and equipment	3-10 years

Land is not depreciated.

Profit/loss from investments in group entities

A proportionate share of the underlying entities' profit/loss after tax is recognised in the income statement according to the equity method. Shares of profit/loss after tax in subsidiaries are presented as separate line items in the income statement. Full elimination of intra-group gains/losses is made for equity investments in subsidiaries.

Financial income and expenses

Financial income and expenses are recognised in the income statements at the amounts that concern the financial year. Net financials include interest income and expenses as well as allowances and surcharges under the advance-payment-of-tax scheme, etc.

Tax

Tax for the year includes current tax on the year's expected taxable income and the year's deferred tax adjustments. The portion of the tax for the year that relates to the profit/loss for the year is recognised in the income statement, whereas the portion that relates to transactions taken to equity is recognised in equity.

The entity is jointly taxed with other group entities. The total Danish income tax charge is allocated between profit/loss-making Danish entities in proportion to their taxable income (full absorption).

Jointly taxed entities entitled to a tax refund are reimbursed by the management company based on the rates applicable to interest allowances, and jointly taxed entities which have paid too little tax pay a surcharge according to the rates applicable to interest surcharges to the management company.

Balance sheet

Intangible assets

Intangible assets include acquired intangible rights, including software and trademarks.

Intangible assets are measured at cost less accumulated amortisation and impairment losses.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Property, plant and equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes the acquisition price and costs directly related to the acquisition until the time at which the asset is ready for use.

As regards self-produced assets, the cost includes the cost of materials and labour, etc. directly relating to the production proces.

Gains or losses are calculated as the difference between the selling price less selling costs and the carrying amount at the date of disposal. Gains and losses from the disposal of property, plant and equipment are recognised in the income statement as other operating income or other operating expenses.

Leases

The Company has chosen IAS 17 as interpretation for classification and recognition of leases.

On initial recognition, leases for assets that transfer substantially all the risks and rewards incident to the ownership to the Company (finance leases) are measured in the balance sheet at the lower of fair value and the present value of the future lease payments. In calculating the net present value, the interest rate implicit in the lease or the incremental borrowing rate is used as the discount factor. Assets held under finance leases are subsequently accounted for in the same way as the Company's other assets.

The capitalised residual lease liability is recognised in the balance sheet as a liability, and the interest element of the lease payment is recognised in the income statement over the term of the lease.

Leases that do not transfer substantially all the risks and rewards incident to the ownership to the Company are classified as operating leases. Payments relating to operating leases and any other rent agreements are recognised in the income statement over the term of the lease. The Company's aggregate liabilities relating to operating leases and other rent agreements are disclosed under "Contingent liabilities".

Investments in group entities

Equity investments in subsidiaries are measured according to the equity method.

On initial recognition, equity investments in subsidiaries are measured at cost, i.e. plus transaction costs. The cost is allocated in accordance with the acquisition method.

The cost is adjusted by shares of profit/loss after tax calculated in accordance with the Group's accounting policies less or plus unrealised intra-group gains/losses.

Identified increases in value and goodwill, if any, compared to the underlying entity's net asset value are amortised in accordance with the accounting policies for the assets and liabilities to which they can be attributed. Negative goodwill is recognised in the income statement.

Dividend received is deduced from the carrying amount.

Equity investments in subsidiaries measured at net asset value are subject to impairment test requirements if there is any indication of impairment.

Impairment of fixed assets

The carrying amount of intangible assets, property, plant and equipment and investments in group entities is assessed for impairment on an annual basis.

Impairment tests are conducted on assets or groups of assets when there is evidence of impairment. The carrying amount of impaired assets is reduced to the higher of the net selling price and the value in use (recoverable amount).

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

The recoverable amount is the higher of the net selling price of an asset and its value in use. The value in use is calculated as the present value of the expected net cash flows from the use of the asset or the group of assets and the expected net cash flows from the disposal of the asset or the group of assets after the end of the useful life.

Previously recognised impairment losses are reversed when the reason for recognition no longer exists.

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. The net realisable value of inventories is calculated as the sales amount less costs of completion and expenses required to effect the sale and is determined taking into account marketability, obsolescence and development in the expected selling price.

The cost of raw materials and consumables comprises the cost of acquisition plus delivery costs.

The cost of finished goods and work in progress includes the cost of raw materials, consumables, direct labour and indirect production overheads.

Indirect production overheads include the indirect cost of material and labour as well as maintenance and depreciation of production machinery, buildings and equipment and expenses relating to plant administration and management. Borrowing costs are not recognised in the sales price.

Receivables

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

Receivables are measured at amortised cost.

An impairment loss is recognised 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 recognised on an individual basis.

Receivables in respect of which there is no objective evidence of individual impairment are tested for objective evidence of impairment on a portfolio basis. The objective evidence applied to portfolios is determined based on historical loss experience.

Impairment losses are calculated as the difference between the carrying amount of the receivables and the present value of the expected cash flows, including the realisable value of any collateral received. The effective interest rate for the individual receivable or portfolio is used as discount rate.

Prepayments

Prepayments recognised under "Assets" comprise prepaid expenses regarding subsequent financial reporting years.

Cash

Cash comprise cash in bank and in hand.

Equity

Treasury shares

Acquisition and sales of treasury shares are taken directly to equity under "Retained earnings".

Financial statements 1 January - 31 December

Notes to the financial statements

1 **Accounting policies (continued)**

Reserve for net revaluation according to the equity method

The net revaluation reserve according to the equity method includes net revaluations of investments in subsidiaries relative to cost. 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.

Translation reserve

The translation reserve comprises the share of foreign exchange differences arising on translation of financial statements of entities that have a functional currency other than DKK, foreign exchange adjustments of assets and liabilities considered part of the Company's net investments in such entities and foreign exchange adjustments regarding hedging transactions that hedge the Company's net investments in such entities. The reserve is dissolved on the sale of foreign entities or if the conditions for effective hedging no longer exist. When equity investments in subsidiaries in the parent company financial statements are subject to the limitation requirement in the net revaluation reserve according to the equity method, foreign exchange adjustments will be included in this equity reserve instead.

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 yet 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 reserve does not represent a limitation under company law and may therefore be negative.

Provisions

Provisions comprise anticipated expenses relating to warranty commitments etc. Provisions are recognised when the Company has a legal or constructive obligation at the balance sheet date as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

Provisions are measured at net realisable value or at fair value if the obligation is expected to be settled far into the future.

Income taxes

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

Deferred tax is measured according to the liability method on all temporary differences between the carrying amount and the tax base of assets and liabilities. Where alternative tax rules can be applied to determine the tax base, deferred tax is measured based on Management's intended use of the asset or settlement of the liability, respectively.

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. Deferred tax assets 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 in the same legal tax entity. Changes in deferred tax due to changes in the tax rate are recognised in the income statement.

Financial statements 1 January - 31 December

Notes to the financial statements

1 **Accounting policies (continued)**

Liabilities

The Company has chosen IAS 39 as interpretation for liabilities.

Financial liabilities are recognised at the date of borrowing at the net proceeds received less transaction costs paid. On subsequent recognition, financial liabilities are measured at amortised cost, corresponding to the capitalised value, using the effective interest rate. Accordingly, the difference between the proceeds and the nominal value is recognised in the income statement over the term of the loan. Financial liabilities also include the capitalised residual lease liability in respect of finance leases.

Other liabilities are measured at net realisable value.

Lease liabilities

Lease liabilities are measured at the net present value of the remaining lease payments including any guaranteed residual value based on the interest rate implicit in the lease.

Deferred income

Deferred income recognised as a liability comprises payments received concerning income in subsequent financial reporting years.

Fair value

The fair value measurement is based on the principal market. If no principal market exists, the measurement 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 which are measured at fair value, or whose fair value is disclosed, are classified based on the fair value hierarchy, see below:

Level 1: Value in an active market for similar assets/liabilities

Level 2: Value based on recognised valuation methods on the basis of observable market information

Level 3: Value based on recognised valuation methods and reasonable estimates (non-observable market information).

If a reliable fair value cannot be stated according to the above levels, the asset or liability is measured at cost.

Segment information

The allocation of revenue to activities and geographical markets is disclosed where these activities and markets differ significantly in the organisation of sales of goods and services.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Financial ratios

The financial ratios stated under "Financial highlights" have been calculated as follows:

Operating profit/loss	Profit/loss before net financials +/- Other operating income and other operating expenses
Return on assets	$\frac{\text{Profit/loss from operating activites x 100}}{\text{Average assets}}$
Equity ratio	$\frac{\text{Equity, year-end x 100}}{\text{Total equity and liabilities, year-end}}$
Return on equity	$\frac{\text{Profit/loss after tax x 100}}{\text{Average equity}}$

Financial statements 1 January - 31 December

Notes to the financial statements

2 Events after the balance sheet date

No events have occurred after the balance sheet date that significantly affect the financial position of the company.

DKK'000	2023	2022
3 Segment information		
Breakdown of revenue by geographical segment:		
Denmark	96,011	101,595
Scandinavia	123,546	122,016
Rest of Europe	83,010	94,782
Rest of the world	13,843	5,059
	316,410	323,452

The company is considered having only one activity.

4 Amortisation/depreciation of intangible assets and property, plant and equipment		
Amortisation of intangible assets	1,638	1,816
Depreciation of property, plant and equipment	17,079	17,896
	18,717	19,712

Amortisation/depreciation of intangible assets and property, plant and equipment is recognised in the income statement under the following items:

Production costs	16,871	17,493
Distribution costs	49	98
Administrative expenses	1,797	2,120
	18,717	19,711

5 Financial income		
Interest receivable, group entities	515	301
Other financial income	17	2
	532	303
6 Financial expenses		
Interest expenses, group entities	647	308
Other financial expenses	4,957	3,587
	5,604	3,895
7 Tax for the year		
Deferred tax adjustments in the year	755	-916
Refund in joint taxation	-2,145	-1,567
	-1,390	-2,483

Financial statements 1 January - 31 December

Notes to the financial statements

DKK'000	2023	2022
8 Appropriation of profit		
Recommended appropriation of profit		
Retained earnings	736	4,137
	736	4,137

9 Disclosure of fair values

The Company has the following assets and liabilities measured at fair value:

DKK'000	Derivative financial instruments
Fair value at year end	1,028
Unrealised fair value adjustments for the year, recognised in hedging reserve	81
Fair value level	2

The derivative financial instruments are categorised in level 2 of the fair value hierarchy and do not include significant unobservable inputs in the valuation.

10 Intangible assets

DKK'000	Acquired intangible assets
Cost at 1 January 2023	15,855
Additions in the year	237
Cost at 31 December 2023	16,092
Impairment losses and amortisation at 1 January 2023	6,713
Amortisation/depreciation in the year	1,638
Impairment losses and amortisation at 31 December 2023	8,351
Carrying amount at 31 December 2023	7,741

Financial statements 1 January - 31 December

Notes to the financial statements

11 Property, plant and equipment

DKK'000	Land and buildings	Plant and machinery	Other fixtures and fittings, tools and equipment	Property, plant and equipment in progress	Total
Cost at 1 January 2023	89,829	196,282	24,497	4,794	315,402
Additions in the year	0	3,079	7,749	485	11,313
Disposals in the year	0	-198	-393	0	-591
Transfer from other accounts	0	2,649	0	-2,649	0
Cost at 31 December 2023	89,829	201,812	31,853	2,630	326,124
Impairment losses and depreciation at 1 January 2023	45,180	139,967	19,681	0	204,828
Amortisation/depreciation in the year	3,163	10,970	2,946	0	17,079
Reversal of amortisation/depreciation and impairment of disposals	0	0	-311	0	-311
Impairment losses and depreciation at 31 December 2023	48,343	150,937	22,316	0	221,596
Carrying amount at 31 December 2023	41,486	50,875	9,537	2,630	104,528
Property, plant and equipment include finance leases with a carrying amount totalling	0	7,158	0	0	7,158

12 Investments

DKK'000	Investments in group entities	Receivables from group entities	Total
Cost at 1 January 2023	37,880	9,673	47,553
Cost at 31 December 2023	37,880	9,673	47,553
Value adjustments at 1 January 2023	-14,549	-1,809	-16,358
Dividend distributed	-8,737	0	-8,737
Share of the profit/loss for the year	7,337	0	7,337
Other adjustments, investments	933	0	933
Transfer to short-term	0	-1,900	-1,900
Repayment	0	-2,039	-2,039
Value adjustments at 31 December 2023	-15,016	-5,748	-20,764
Carrying amount at 31 December 2023	22,864	3,925	26,789

Group entities

Name	Legal form	Domicile	Interest	Equity DKK'000	Profit/loss DKK'000
Nisco	ApS	Taastrup	100.00%	13,780	1,953
CF Toppers	Sp z o.o.	Rybnik, Poland	100.00%	9,084	5,384

Financial statements 1 January - 31 December

Notes to the financial statements

13 Prepayments

DKK'000	2023	2022
Insurance policies	333	406
Software	298	273
Leasing	145	45
Other prepaid costs	321	226
	1,097	950

14 Share capital

The share capital comprises 10,100 shares of a nominal value of DKK 100 each. All shares rank equally.

Analysis of changes in the share capital over the past 5 years:

DKK'000	2023	2022	2021	2020	2019
Opening balance	1,010	1,010	1,010	1,000	1,000
Capital increase	45	0	0	10	0
Capital reduction	-45	0	0	0	0
	1,010	1,010	1,010	1,010	1,000

15 Treasury shares

16 Deferred tax

The provision for deferred tax mainly concerns timing differences related to intangible and tangible fixed assets.

17 Non-current liabilities other than provisions

DKK'000	Total debt at 31/12 2023	Short-term portion	Long-term portion	Outstanding debt after 5 years
Mortgage debt	22,038	5,881	16,157	0
Bank debt	17,113	5,063	12,050	0
Lease liabilities	5,228	1,331	3,897	105
	44,379	12,275	32,104	105

Financial statements 1 January - 31 December

Notes to the financial statements

18 Derivative financial instruments

Interest rate risks

The Company uses interest rate swaps to hedge interest rate risks, whereby floating interest payments are rescheduled into fixed interest payments.

For 2023, a value adjustment of DKK 81 thousand has been recognized on equity. The fair value as of 31 December 2023 is DKK -1,028 thousand (2022: DKK -1,132 thousand). Interest rate swaps have a remaining maturity of up to 48 month.

Fair values

DKK'000	Carrying amount	Fair value	Level for calculating fair value
Hedging reserve	1,028	1,028	2

DKK'000	2023	2022
19 Staff costs		
Wages/salaries	64,923	69,196
Pensions	6,737	2,154
Other social security costs	1,263	1,815
Other staff costs	2,158	3,770
	75,081	76,935
Staff costs are recognised as follows in the financial statements:		
Production costs	60,871	60,593
Distribution costs	9,096	10,230
Administrative expenses	5,114	6,112
	75,081	76,935
Average number of full-time employees	140	156

By reference to section 98b(3), (i), of the Danish Financial Statements Act, the total remuneration of the Executive Board and the Board og Directors is disclosed.

Remuneration to the Executive Board and Board of Directors amounts to DKK 2,893 thosand (2022: DKK 2,509 thousand).

20 Fee to the auditors appointed in general meeting

Audit fees are not disclosed with reference to section 96(3) of the Danish Financial Statements Act. The fee is specified in the consolidated financial statements for KOFF A/S, Aabenraa, Denmark, (reg. no. 69649610).

Financial statements 1 January - 31 December

Notes to the financial statements

21 Contractual obligations and contingencies, etc.

Other contingent liabilities

The Company is jointly taxed with its Danish group entities. The Company has joint and several liability, together with the group entities, for payment of Danish corporation taxes and withholding taxes on dividends, interest and royalties within the joint taxation group. The jointly taxed entities' total known net liability in respect of corporation taxes etc. is shown in the parent company (administrative company) financial statements, Koff A/S. Any subsequent corrections of income subject to joint taxation and withholding taxes, etc., may entail that the entities' liability will increase.

The Company is party to a few pending legal actions. In Management's opinion, the outcome of these legal actions will not further affect the Company's financial position apart from the receivables and payables recognised in the balance sheet at 31 December 2023.

Other financial obligations

The Company has total operating lease commitments of DKK 6,199 thousand concerning telephone systems, packaging machines and cars. Commitments fall due within December 2029.

22 Security and collateral

Land and buildings accounting for DKK 41,486 thousand have been provided as collateral for mortgage debt, DKK 10,927 thousand. DKK 63,042 thousand of the Company's other items of property, plant and equipment is deemed to have been charged via the provisions on accessories mortgages.

The following assets have been pledged as security for the Company's bank debt: Receivables, inventories, fixtures and fittings, tools and equipment totalling a maximum of DKK 35,000 thousand.

The following assets have been pledged as security for the Company's bank: Mortgage deeds registered to the mortgagor, DKK 16,000 thousand, in land and buildings.

23 Related parties

Crispy Food A/S' related parties comprise the following:

Parties exercising control

Related party	Domicile	Basis for control
KOFF A/S	Varnæsvej 91, 6200 Aabenraa	Ownership of majority of shares and voting rights

Information about consolidated financial statements

Parent	Domicile	Requisitioning of the parent company's consolidated financial statements
KOFF A/S	Varnæsvej 91, 6200 Aabenraa	datacvr.virk.dk

Related party transactions

The Company solely discloses related party transactions that have not been carried out on an arm's length basis, cf. section 98c(7) of the Danish Financial Statements Act.

All transactions have been carried out on an arm's length basis.

Christian Bring
Executive Board
On behalf of: Crispy Food A/S
Serial number: 4ec36a7a-ea8d-42d4-a60e-488f605939f8
IP: 87.60.xxx.xxx
2024-02-22 15:11:13 UTC

Per Fogtmann
Board of Directors
On behalf of: Crispy Food A/S
Serial number: 8e5c1973-2cdf-4248-ad03-0909896dad74
IP: 77.68.xxx.xxx
2024-02-22 16:30:20 UTC

Hans Nicolai Hansen
Board of Directors
On behalf of: Crispy Food A/S
Serial number: 9a1dab75-68b2-4c8e-8e7a-3c7fee520c64
IP: 2.104.xxx.xxx
2024-02-22 17:12:13 UTC

Jacob Ørskov Rasmussen
Board of Directors
On behalf of: Crispy Food A/S
Serial number: e7c0b555-9a9d-405b-8e45-49689d2f6670
IP: 194.182.xxx.xxx
2024-02-23 07:47:35 UTC

Preben Fogtmann
Board of Directors
On behalf of: Crispy Food A/S
Serial number: 145a65fd-0605-4416-a44e-2ff790c497ef
IP: 85.203.xxx.xxx
2024-02-23 11:35:05 UTC

Christian Boas Linde
Board of Directors
On behalf of: Crispy Food A/S
Serial number: 73cca216-1b58-4677-b61a-e2473f6c38c5
IP: 147.161.xxx.xxx
2024-02-23 15:18:31 UTC

The signatures in this document are legally binding. The document is signed using Penneo™ secure digital signature. The identity of the signers has been recorded, and are listed below.

"By my signature I confirm all dates and content in this document."

Jesper Fogtmann
Chairman
On behalf of: Crispy Food A/S
Serial number: cdd5d85d-469e-416b-8b22-c9852c8a0ee8
IP: 5.180.xxx.xxx
2024-02-25 16:34:07 UTC

Jon Midtgaard
EY Godkendt Revisionspartnerselskab CVR: 30700228
State Authorised Public Accountant
On behalf of: EY Godkendt Revisionspartnerselskab
Serial number: 525e5e9b-9d60-45b5-963f-2be1bbfc012d
IP: 212.53.xxx.xxx
2024-02-25 16:42:03 UTC

Jesper Fogtmann
Chair of the meeting
On behalf of: Crispy Food A/S
Serial number: cdd5d85d-469e-416b-8b22-c9852c8a0ee8
IP: 93.163.xxx.xxx
2024-03-01 15:03:17 UTC