

Danish Salmon A/S

Niels Juelsvej 46A, 9850 Hirtshals
CVR-nr. 32 55 43 93

Annual Report 2024/25

1 April - 31 March
The Annual Report has been presented and adopted at the
Company's Annual General Meeting on 20 June 2025

Carl Højrup

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Company Details

Company Danish Salmon A/S
Niels Juelsvej 46A
9850 Hirtshals

CVR No.: 32 55 43 93
Established: 26 October 2009
Municipality: Hjørring
Financial Year: 1 April 2024 - 31 March 2025

Board of Directors Erik Munk Poulsen, chairman
Alex Lynnerup Jensen, vice-chairman
Sato Naoto
Yohei Kuwano
Satoru Ichinokawa

Executive Board Kim Hieronymus Lyhne

Auditor BDO Statsautoriseret revisionsaktieselskab
Havnegade 18
9850 Hirtshals

Management's Statement

Today the Board of Directors and Executive Board have discussed and approved the Annual Report of Danish Salmon A/S for the financial year 1 April 2024 - 31 March 2025.

The Annual Report is presented in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements give a true and fair view of the Company's assets, liabilities and financial position at 31 March 2025 and of the results of the Company's operations for the financial year 1 April 2024 - 31 March 2025.

The Management Commentary includes in our opinion a fair presentation of the matters dealt with in the Commentary.

We recommend the Annual Report be approved at the Annual General Meeting.

Hirtshals, 20 June 2025

Executive Board

Kim Hieronymus Lyhne

Board of Directors

Erik Munk Poulsen
Chairman

Alex Lynnerup Jensen
Vice-chairman

Sato Naoto

Yohei Kuwano

Satoru Ichinokawa

Independent Auditor's Report

To the Shareholders of Danish Salmon A/S

Opinion

We have audited the Financial Statements of Danish Salmon A/S for the financial year 1 April 2024 - 31 March 2025, which comprise income statement, Balance Sheet, statement of changes in equity, notes and a summary of significant 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 assets, liabilities and financial position of the Company at 31 March 2025 and of the results of the Company's operations for the financial year 1 April 2024 - 31 March 2025 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 are independent of the Company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), together with the ethical requirements that are relevant to our audit of the financial statements in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

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.

Independent Auditor's Report

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

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.*
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.*
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.*
- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.*

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

Independent Auditor's Report

Statement on Management Commentary

Management is responsible for Management Commentary.

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

Based on the work we have performed, we conclude that Management Commentary 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 of Management Commentary.

Hirtshals, 20 June 2025

BDO Statsautoriseret revisionsaktieselskab
CVR no. 20 22 26 70

Lasse Toft
State Authorised Public Accountant
MNE no. mne35389

Management Commentary

Principal activities

The Company's principal activities are land-based fish farming, sale of fish and related products.

Recognition and measurement uncertainty

The company's biomass which is measured at fair value is subject to uncertainty due to changes in the key components used in the fair value calculation, average price, monthly discount rate and estimated biomass.

Development in activities and financial and economic conditions

Technical, production and market conditions

The company's production was in 2024/2025 increased in comparison with the previous fiscal years. This improvement has been possible due to finalizing expansion of the company's production facilities. The company has finalized its large production expansion and is now fine tuning the individual areas for optimal and stable production to achieve full production capacity during 2025/2026.

Fiscal year 2024/2025 has offered a mix of satisfying salmon market prices during first half of the year, followed by much decreased market prices during last half of the fiscal year. This is largely due to large fluctuations in biological performance from Norway when comparing 2024 and 2025. This development has impacted the results of the fiscal year negatively, as the average price obtained is the most sensitive parameter for the profitability of the company.

The company's management is satisfied with the company's production and technological state and looks forward to working to further improve average selling prices in the coming year.

Production for the coming year is expected to be stable at a satisfactory level, with resources focused on further optimizing and improving efficiency.

Significant events after the end of the financial year

No events have occurred after the end of the financial year of material importance to the Company's financial position.

Income Statement 1 April - 31 March

	Note	2024/25 DKK	2023/24 DKK
Net revenue		107.327.910	66.137.982
Production costs	1	-96.067.199	-60.688.377
Gross profit/loss		11.260.711	5.449.605
Distribution costs		-72.285	-195.355
Administrative expenses	1	-5.817.233	-4.265.742
Operating profit		5.371.193	988.508
Other operating income		763.368	614.354
Fair value adjustment of biomass		-2.573.000	9.560.000
Operating profit		3.561.561	11.162.862
Financial expenses		-12.310.186	-9.003.943
Loss before tax		-8.748.625	2.158.919
Tax on profit/loss for the year	2	1.990.735	-495.180
Loss for the year		-6.757.890	1.663.739
PROPOSED PROFIT allocation			
Retained earnings		-6.757.890	1.663.739
Total		-6.757.890	1.663.739

Balance Sheet at 31 March

Assets	Note	2025 DKK	2024 DKK
Land and buildings		141.155.560	142.108.874
Production plant and machinery		61.655.264	60.767.699
Other plant, machinery, tools and equipment		2.050.684	2.348.133
Property, plant and equipment	3	204.861.508	205.224.706
Non-current assets		204.861.508	205.224.706
Raw materials and consumables		1.776.333	1.831.641
Biomass		45.502.751	49.499.916
Finished goods and goods for resale		339.164	144
Inventories	4	47.618.248	51.331.701
Trade receivables		7.941.568	6.632.255
Receivables from group enterprises		34.810	132.000
Deferred tax assets		5.947.381	3.956.646
Other receivables		65.558	125.246
Prepayments		1.328.700	747.300
Receivables	5	15.318.017	11.593.447
Cash and cash equivalents		1.926.642	7.736.752
Current assets		64.862.907	70.661.900
Assets		269.724.415	275.886.606

Balance Sheet at 31 March

Equity and liabilities

	Note	2025 DKK	2024 DKK
Share capital		1.099.316	1.099.316
Retained earnings		30.004.051	36.761.941
Equity		31.103.367	37.861.257
Debt to mortgage credit institution		937.082	5.038.740
Lease liabilities		341.678	769.762
Other non-current liabilities		5.750.000	11.500.000
Non-current liabilities	6	7.028.760	17.308.502
Debt to mortgage credit institution		4.188.162	4.016.092
Bank debt		205.000.000	197.000.000
Lease liabilities		428.090	302.095
Trade payables		12.477.918	12.824.130
Debt to Group companies		592.875	572.531
Other liabilities		8.905.243	6.001.999
Current liabilities		231.592.288	220.716.847
Liabilities		238.621.048	238.025.349
Equity and liabilities		269.724.415	275.886.606

Contingencies, etc. 7

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Equity

DKK	Share capital	Retained earnings	Total
Equity at 1 April 2024	1.099.316	36.761.941	37.861.257
Proposed profit allocation		-6.757.890	-6.757.890
Equity at 31 March 2025	1.099.316	30.004.051	31.103.367

Notes

	2024/25 DKK	2023/24 DKK
1 Staff costs		
Average number of full time employees	29	21
2 Tax on profit/loss for the year		
Adjustment of tax for previous years	-86.585	0
Adjustment of deferred tax	-1.904.150	495.180
	-1.990.735	495.180

3 | Property, plant and equipment

DKK	Land and buildings	Production plant and machinery	Other plant, machinery tools and equipment
Cost at 1 April 2024	160.771.574	82.913.167	5.184.411
Additions	3.965.265	6.910.398	209.932
Cost at 31 March 2025	164.736.839	89.823.565	5.394.343
Depreciation and impairment losses at 1 April 2024	18.662.700	22.145.468	2.836.279
Depreciation for the year	4.918.579	6.022.833	507.380
Depreciation and impairment losses at 31 March 2025	23.581.279	28.168.301	3.343.659
Carrying amount at 31 March 2025	141.155.560	61.655.264	2.050.684

Interest expenses recognised as part of cost of assets 11.116

Finance lease assets 912.856

Notes

	2025 DKK	2024 DKK
4 Inventories		
Raw materials and consumables	1.776.333	1.831.641
Biomass	45.502.751	49.499.916
Finished goods and goods for resale	339.164	144
	47.618.248	51.331.701

The carrying amount of inventories includes biological assets measured at fair value by the following amounts:

	Biomass Salmon 2024/25	Biomass Salmon 2023/24
Fair value	38.751.645	44.111.478
Value adjustment in the year recognised in the income statement	-2.573.000	9.560.000

The fair value can be specified as follows:

	2025 DKK	2024 DKK
Biomass measured at historical costprice IAS 41.....	6.751.106	5.388.438
Historical costprice.....	29.042.645	31.829.678
Fairvalue adjustment.....	9.709.000	
12.282.000		
Biomass measured at fair value IFRS 13.....	38.751.645	44.111.478
Total biomass value.....	45.502.751	49.499.916

For a further description of recognition and measurement of inventories, including biological assets, reference is made to the accounting policies.

Inventories, which are measured at fair value, are biological products in the form of farm-bred salmon which are produced from eggs until the salmon is ready to be harvested.

The fair value of biomass is stated according to level 3 of the fair value hierarchy based on material non-observable input. The value of biological assets is assessed annually on the basis of a valuation model.

The valuation model used is unchanged from previous year.

The material non-observable input at the statement of the fair value is:

	2024/25	2023/24
Net realisable value per fully developed salmon DKK/kg.....	28-63	50-72
Production stage at the balance sheet date for the second group of the fish life circle, %.....	0-100 %	0-100 %
Minimum requirement for return, % (WACC).....	8,0 %	8,0 %

Notes

	2025 DKK	2024 DKK
5 Receivables falling due after more than one year		
Deferred tax assets	5.947.381	3.956.646
	5.947.381	3.956.646

6 | Long-term liabilities

DKK	31/3 2025 total liabilities	Repayment next year	Debt outstanding after 5 years	31/3 2024 total liabilities
Debt to mortgage credit institution	5.125.244	4.188.162	0	9.054.832
Lease liabilities	769.768	428.090	0	1.071.857
Other non-current liabilities	11.500.000	5.750.000	0	15.500.000
	17.395.012	10.366.252	0	25.626.689

7 | Contingencies, etc.

Contingent liabilities

Joint liabilities

The Company is jointly and severally liable together with the Parent Company and the other group companies in the joint taxable group for tax on the group's joint taxable income and for certain possible withholding taxes, such as dividend tax, etc.

Tax payable on the Group's joint taxable income is stated in the annual report of Garnet Marine Capital ApS, which serves as management Company for the joint taxation.

8 | Charges and securities

As security for account with credit institute of DKK ('000) 5.125, a mortgage has been given of a nominal amount of DKK ('000) 36.359 on land and buildings. The carrying amount of the mortgaged assets is DKK ('000) 132.444.

9 | Information on significant uncertainties at recognition and measurement

The company's biomass which is measured at fair value is subject to uncertainty due to changes in the key components used in the fair value calculation, average price, monthly discount rate and estimated biomass.

Accounting Policies

The Annual Report of Danish Salmon A/S for 2024/25 has been presented in accordance with the provisions of the Danish Financial Statements Act for enterprises in reporting class B and certain provisions applying to reporting class C.

The Annual Report is prepared consistently with the accounting principles applied last year.

Income Statement

Net revenue

The Company's net revenue is recognised and measured in accordance with IFRS 15.

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods in the ordinary course of business. Revenue is recognised net of discounts and VAT.

The Company's revenue arises from sale of goods and revenue is recognised at the point in time when control of the goods has been transferred to the customer. This is generally when the goods are delivered to the customer.

Production expenses

Production expenses comprise costs, including wages and salaries and write-off, incurred to achieve the net revenue for the year. Commercial enterprises recognise cost of sales, and the manufacturing enterprises recognise production costs equal to the revenue for the year, including direct and indirect costs of raw materials and consumables, wages and salaries, rent and leasing and depreciation of production plant.

Amortisation of capitalised development and research costs and the development costs that do not fulfil the criteria for capitalisation are also recognised in production costs.

Write-down is recognised in connection with expected losses on project contracts.

Distribution expenses

The expenses incurred for distribution of goods sold during the year and for sales campaigns carried out during the year are recognised in distribution costs. The costs of the sales personnel, advertising and exhibition costs and amortisation are also recognised in distribution costs.

Administrative expenses

Administrative expenses include costs incurred during the year regarding management and administration of the Group, inclusive of costs relating to the administrative staff, executives, office premises, office expenses, etc. and related amortisation.

Other operating income

Other operating income includes items of a secondary nature in relation to the Group's and the Company's activities, including profit from sale of intangible and tangible fixed assets. In addition, profit from sale of intangible and tangible fixed assets as well as business interruption and conflict compensations are included. Compensations are recognised when the income is deemed to be realisable.

Fair value adjustment of biomass

The value adjustment of biomass is recognised in the income statement. Improvements are added to the carrying amount of the biomass and the basis for the value adjustments of the year is the fair value at beginning of the year with addition of improvements.

Accounting Policies

Financial income and expenses

Financial income and expenses include interest income and expenses, realised and unrealised gains and losses arising from investments in financial assets, debt and transactions in foreign currencies, amortisation of financial assets and liabilities as well as charges and allowances under the tax-on-account scheme, etc. Financial income and expenses are recognised in the income statement by the amounts that relate to the financial year.

Tax

The tax for the year, which consists of the current tax for the year and changes in deferred tax, is recognised in the income statement by the portion that may be attributed to the profit for the year, and is recognised directly in the equity by the portion that may be attributed to entries directly to the equity.

Balance Sheet

Property, plant and equipment

Land and buildings, production plant and machinery, other plant, fixtures and equipment are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated.

The depreciation base is cost less estimated residual value after end of useful life.

The cost includes the acquisition price and costs incurred directly in connection with the acquisition until the time when the asset is ready to be used. As regards self-manufactured assets, the cost price includes cost of materials, components, subcontractors, direct payroll and indirect production costs.

Straight-line depreciation is provided on the basis of an assessment of the expected useful lives of the assets and their residual value:

	Useful life	Residual value
Buildings	10-25 years	0-25 %
Production plant and machinery	5-15 years	0 %
Other plant, fixtures and equipment	3-10 years	0 %

Profit or loss on disposal of tangible fixed assets is stated as the difference between the sales price less selling costs and the carrying amount at the time of sale. Profit or loss is recognised in the income statement as other operating income or other operating expenses.

Lease contracts

Lease contracts relating to tangible fixed assets are recognized in accordance with IFRS 16.

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

Impairment of fixed assets

The carrying amount of intangible and tangible fixed assets together with investments, which are not measured at fair value, is assessed on an annual basis for indications of impairment other than that reflected by amortisation and depreciation.

In the event of impairment indications, an impairment test is made for each asset or group of assets, respectively. If the recoverable amount is lower than the carrying amount, it is written down to the lower value.

Accounting Policies

The recoverable amount is calculated at the higher of net selling price and capital value. The capital value is determined as the fair value of the expected net cash flows from the use of the asset or group of assets and the expected net cash flows from sale of the asset or group of assets after the end of its useful life.

Inventories

Inventories of raw materials and consumables are measured at cost using the FIFO-principle. If the net realisable value is lower than cost, it is written down to the lower value.

Biological assets (biomass)

IAS 41 requires biomass to be accounted for at the estimated fair value net of sales costs and harvesting costs. The calculation of the estimated fair value is based on market prices for harvested fish. In the accounts, the change in estimated fair value is entered to the income statement on a continuous basis.

Biological assets are salmon at all stages of the life cycle. The fish are divided into two main groups, depending on the stage of the life cycle.

For the first group, historical cost is deemed a reasonable approach to fair value, as there is little biological transformation.

For the second group, the fair value is calculated by applying a present value model at level 3 in the fair value hierarchy in IFRS 13.

The valuation model

The valuation of biological assets under IAS 41 is based on an implied estimated fair value of the fish in a hypothetical market. The estimate of the unrealized fair value adjustment under IFRS 13 is based on several factors such as changes in the final market destinations of fish sold, changes in forward market price and biomass costs, changes in biology, and differences in anticipated quality and size. The key element in approximating fair value is the assumed market price expected to be achieved on the future date in which the fish is ready to be harvested. Such market prices are based on a variety of sources including, but not limited to, the company's historical sales prices achieved and quoted forward market prices as per the Fish Pool salmon index or similar. The market prices are then reduced for harvesting and other selling costs required to sell to arrive at a net value back to farm. The difference between the fair value and the associated cost to sell is recognized under fair value adjustments of biological assets in the income statement.

Incident-based mortality is recognized when a fish tank experiences elevated or substantial mortality due to an incident out of expected normal capacity. In such cases, mortality expense is included as part of cost of materials in the accompanying consolidated statements of operations, and the fair value associated with the affected biomass is then adjusted under fair value adjustments of biological assets in the income statement.

Receivables

Receivables are measured at amortised cost which usually corresponds to nominal value. The value is reduced by impairment to meet expected losses.

Write-off is performed to provide for losses when an objective indication has been assessed to have incurred that a receivable or a portfolio of receivables are impaired. If there is an objective indication that an individual receivable is impaired, the write-off is performed at individual level.

Receivables for which there are no objective indication of impairment at individual level are assessed at portfolio level for objective indication of impairment. The portfolios are primarily based on the debtors' registered office and credit rating in accordance with the Company's policy for credit risk management. The objective indicators, which are applied for portfolios, are determined based on the historical loss experiences.

Accounting Policies

Write-off is determined as the difference between the carrying amount of receivables and the present value of the expected cash flows, including realisable value of any received collaterals. The effective interest rate is used as discount rate for the single receivable or portfolio.

Accruals, assets

Accruals recognised as assets include costs incurred relating to the subsequent financial year.

Tax payable and deferred tax

Current tax liabilities and receivable current tax are recognised in the balance sheet as the calculated tax on the taxable income for the year, adjusted for tax on the taxable income for previous years and taxes paid on account.

The Company is subject to joint taxation with Danish group companies. The current corporation tax is distributed among the joint taxable companies in proportion to their taxable income and with full allocation and refund related to tax losses. The joint taxable companies are included in the tax-on-account. Joint taxation contributions receivable and payable are recognised in the balance sheet under current assets and liabilities, respectively.

Deferred tax is measured on the temporary differences between the carrying amount and the tax value of assets and liabilities.

Deferred tax assets, including the tax value of tax loss carry-forwards, are measured at the expected realisable value of the asset, either by set-off against 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 under the legislation in force on the balance sheet date will be applicable when the deferred tax is expected to crystallise as current tax. Any changes in the deferred tax resulting from changes in tax rates, are recognised in the income statement, except from items recognised directly in equity.

Liabilities

Financial liabilities are recognised at the time of borrowing by the amount of proceeds received less borrowing costs. In subsequent periods, the financial liabilities are measured at amortised cost equal to the capitalised value when using the effective interest, the difference between the proceeds and the nominal value being recognised in the income statement over the term of loan.

Other liabilities are measured at amortised cost equal to nominal value.

The capitalised residual lease liability on finance lease contracts is also recognised as financial liabilities.

Foreign currency translation

Transactions in foreign currencies are translated at the rate of exchange on the transaction date. Exchange differences arising between the rate on the transaction date and the rate on the payment date are recognised in the income statement as a financial income or expense.

Receivables, payables and other monetary items in foreign currencies that are not settled on the balance sheet date are translated at the exchange rate on the balance sheet date. The difference between the exchange rate on the balance sheet date and the exchange rate at the time of occurrence of the receivables or payables is recognised in the income statement as financial income or expenses.

Fixed assets acquired in foreign currencies are translated at the rate of exchange on the transaction date.