

Lauritzen Fonden

Tranegårdsvej 20, 2900 Hellerup

(CVR no. 1545 3613)

ANNUAL REPORT 2020

Approved on 25 March 2021 at
Lauritzen Fonden's Board meeting

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Chairman of the Board

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Statement by the Board of Directors and the Executive Board

The Board of Directors and the Executive Board have today discussed and approved the annual report of Lauritzen Fonden for the financial year 1 January – 31 December 2020.

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

It is our opinion that the consolidated financial statements and the parent financial statements give a true and fair view of the Group's and the Foundation's financial position at 31 December 2020 and of the results of the Group's and the Foundation's operations and consolidated cash flows for the financial year 1 January – 31 December 2020.

Further, in our opinion, the Management's review gives a fair review of the development in the Group's and the Foundation's operations and financial matters and the results of the Group's and the Foundation's operations and financial position.

Copenhagen, 25 March 2021

Executive Board

Tommy Thomsen
CEO

Inge Grønvold
Director

Board of Directors

Jens Ditlev Lauritzen
Chairman

Erik G. Hansen
Vice Chairman

Bendt Bendtsen

Kigge Hvid

Betina Ipsen

Jesper Jessing

Kristian Kristensen

Dorthe Olsen

Independent auditors' report

To the Board of Directors of Lauritzen Fonden

Opinion

We have audited the consolidated financial statements and the parent foundation financial statements of Lauritzen Fonden for the financial year 1 January – 31 December 2020, which comprise income statement, balance sheet, statement of changes in equity and notes, including accounting policies, for the Group and the Parent Foundation, and a consolidated cash flow statement. The consolidated financial statements and the parent foundation financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent foundation financial statements give a true and fair view of the financial position of the Group and the Parent Foundation at 31 December 2020 and of the results of the Group's and the Parent Foundation's operations as well as the consolidated cash flows for the financial year 1 January – 31 December 2020 in accordance with the Danish Financial Statements Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements and the parent foundation financial statements" (hereinafter collectively referred to as "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 Group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

Management's responsibilities for the financial statements

Management is responsible for the preparation of consolidated financial statements and parent foundation 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 Group's and the Parent Foundation'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 Group or the Parent Foundation 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 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.

Independent auditor's report

As part of an audit conducted in accordance with ISAs and 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 Group's and the Parent Foundation '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 Group's and the Parent Foundation '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 Group and the Parent Foundation 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

Independent auditor's report

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 Statements Act. We did not identify any material misstatement of the Management's review.

Copenhagen, 25 march 2021
EY Godkendt Revisionspartnerselskab

CVR no. 30 70 02 28

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State Authorised
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Foundation details

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CVR-no.: 15 45 36 13
Founded: 1945
Domicile: Hellerup
Financial year: 1 January - 31 December

Board of Directors: Jens Ditlev Lauritzen, (Chairman)
Erik G. Hansen, Director (Vice Chairman)
Bendt Bendtsen, Owner of Bendt Bendtsen Consulting
Kigge Hvid, Partner at JA Studio
Betina Ipsen, Member of the Lauritzen Fonden Grant Committee
Jesper Jessing, Master Mariner, DFDS A/S *)
Kristian Kristensen, Master Mariner, DFDS A/S *)
Dorthe Olsen, HR Manager, J. Lauritzen A/S *)

*) Staff-elected board members

Grant Committee: Jens Ditlev Lauritzen
Betina Ipsen
Inge Grønvold
Kathrine Geisler Madsen
Kamilla Søgaard
Linda Sparrevohn Riedel

Executive Board: Tommy Thomsen, CEO
Inge Grønvold, Director

Board meeting is held on 25 March 2021

The Group at a glance

Lauritzen Fonden is an enterprise foundation and the parent of J. Lauritzen A/S (100% owned), DFDS A/S (43% owned, including DFDS's treasury shares, but de-facto controlled) and LF Investment ApS (100% owned).

The shipping companies J. Lauritzen A/S and DFDS A/S act as independent entities. Each of the companies have an independent two-tier management structure with a Board of Directors and an Executive Board that have the primary responsibility.

J. Lauritzen has served the maritime trade worldwide for more than 135 years and has been engaged in a wide range of segments of the shipping industry. In 2020, the subsidiaries Lauritzen Bulkera A/S and Lauritzen Kosan A/S were established as independent legal entities providing marine transportation of dry bulk cargoes as well as petrochemical and liquefied petroleum gases on a global scale. Towards the end of 2020, Epic Gas Ltd. and Lauritzen Kosan A/S agreed to merge their activities into BW Epic Kosan Ltd. The transaction became effective on 11 March 2021.

Lauritzen Bulkera A/S is an owner and operator of bulk carriers engaged in ocean transportation of dry bulk cargoes worldwide mainly in the handysize segment, where a leading global position is maintained. Global seaborne trade was strongly affected by COVID-19 and declined by 2,6% on tonne-mile basis in 2020. After a steep decline in H1, bulk carrier markets showed some improvements in H2 benefitting from the strong recovery of Chinese imports. However, handysize bulk carrier earnings were down by 13% y-o-y compared to 2019, according to Clarksons.

Also the market for smaller gas carriers suffered in 2020, in particular because utilization of refineries was down due to the loss of demand from road and airborne traffic; however, freight rates started to improve during H2.

During 2020, Lauritzen Bulkera and Lauritzen Kosan controlled a combined average fleet of 107 vessels compared to 104 vessels in 2019. At year-end 2020, two bulk carriers and 14 gas carriers were wholly owned versus two bulk carriers and 13 gas carriers at year-end 2019.

DFDS A/S was established in 1866 and today, DFDS is one of Europe's largest combined ferry and logistics companies. DFDS provides a wide range of freight services from ferry transport to complex logistics solutions and moves people and their cars on ferry routes to enjoy a maritime experience and connect with others.

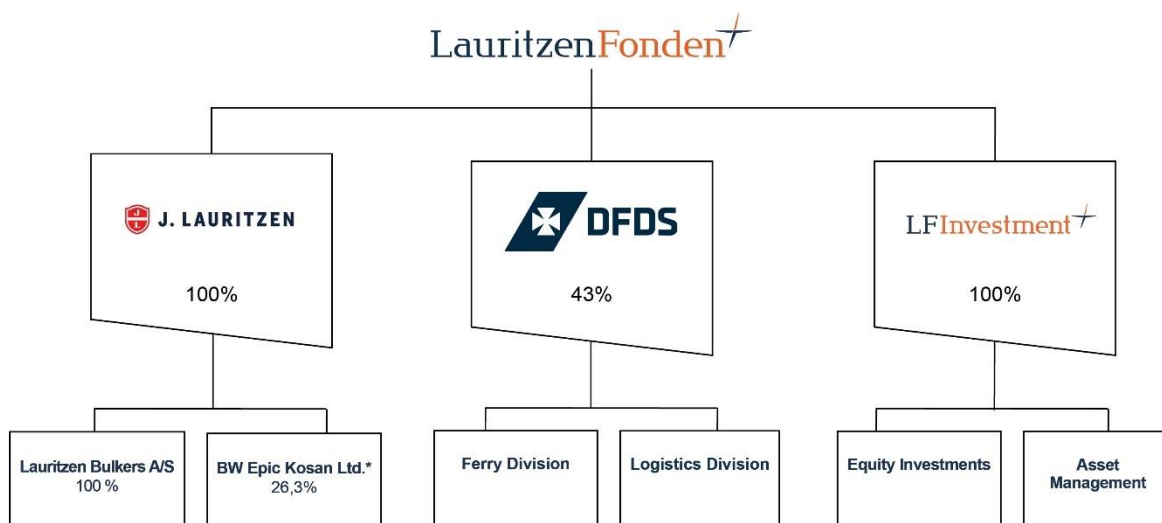
In 2020, Covid19 severely disrupted the DFDS business. A resolute adaption of activities to the changed circumstances mitigated the impact on EBITDA, however, still with a 25% decrease to DKK 2,7 bill. As the year evolved, freight demand rose to levels above 2019 helped by stock building in the UK ahead of Brexit while passenger volumes remained almost at a standstill. The decrease in earnings was in the end caused by the drop in passenger volumes.

2020 was a breakthrough year for the climate agenda in the world of business. DFDS launched their own climate action plan that includes numerous projects to reduce the footprint over the next ten years as well as an ambition to replace fossil fuel with sustainable fuels to achieve climate neutrality by 2050.

During 2020, DFDS controlled a combined average fleet of 70 vessels compared to 70 vessels in 2019.

In addition to J. Lauritzen and DFDS, Lauritzen Fonden is engaged in various other businesses including NMR-technology based measuring, cancer treatment, offshore accommodation services and real estate. Investments are made through the wholly owned subsidiary, **LF Investment ApS** providing active ownership of equity investments as well as asset management, including impact investing, with the aim of generating a measurable social impact as well as financial returns.

Overall group structure



*) On 23 December 2020, Epic Gas Ltd. and Lauritzen Kosa A/S entered into a transaction agreement to combine their fleet and business activities to create BW Epic Kosa Ltd. The transaction was completed on 11 March 2021.

Group Key Figures

(DKK million)	2020	2019	2018*	2017*	2016*
Net turnover	17.154	20.021	19.355	18.072	16.716
Result before depreciations (EBITDA)	2.872	3.833	2.956	2.582	2.653
Profit on sale of vessels	126	46	38	9	49
Depreciations and write-downs	-2.849	-3.118	-1.332	-1.110	-1.376
Operating income	149	762	1.663	1.482	1.325
Share of result in joint ventures	-53	-55	-2	6	-38
Financial items, net	-444	-337	-279	-393	-362
Result before tax	-348	370	1.382	1.094	926
Income tax	-82	-65	-82	-79	-12
Result for the year	-430	305	1.300	1.016	913
Non controlling interests share of result	144	617	868	898	863
Profit/(Loss) for the year	-574	-312	432	118	50
Fixed assets	23.022	25.338	21.158	13.001	13.867
Total assets	30.105	31.322	26.549	17.833	18.985
Equity, Foundation's share	5.123	5.954	6.301	5.659	5.813
Non controlling interests	5.662	5.615	5.181	3.707	3.741
Total equity	10.785	11.569	11.483	9.366	9.554
Cash flow from ordinary activities	2.647	3.097	1.844	2.062	2.485
Investment in tangible assets	-1.826	-3.212	-1.522	-685	-2.182
Changes in cash position	266	-139	-477	-207	-338
Number of employees	8.707	8.886	8.534	7.950	7.863
Profit margin, %	0,9	3,8	8,6	8,2	7,9
Rate of return, %	0,5	2,7	8,0	8,7	7,2
Return on equity, %	-10,1	-5,1	7,2	2,1	0,9
Solvency ratio, %	35,8	36,9	43,3	52,5	50,3

Key figures are prepared in accordance with The Danish Society of Investment Professionals; however, solvency ratio includes non-controlling interests.

*Comparative numbers are not restated to IFRS 16.

Profit margin

Operating income
Net turnover

Solvency ratio

Equity incl. non controlling interests
Total assets

Rate of return

Operating income + financial income
Average of total balance

Return on equity

Profit/(Loss) for the year
Average share of equity excl. non controlling interests

Management's review

The total revenue of the Group amounted to DKK 17.154 mill. in 2020 compared to DKK 20.021 mill. in 2019, a decrease of DKK 2.867 mill. The Foundation's share of result amounted to a loss of DKK 574 mill. compared to a loss of DKK 312 mill. in 2019.

The outbreak of Covid-19 had a significant negative impact on the result for year as it caused a substantial drop in the DFDS passenger volumes. Covid-19 also caused a substantial decline in the markets for bulk carriers and for small chemical gas carriers. Whereas the bulk market recovered somewhat in the second half of the year, the market for small chemical gas carriers remained weak for most of the year.

Lauritzen Fonden did not receive dividend from DFDS in 2020 (2019: DKK 97,5 mill.) as DFDS cancelled the proposed dividend to safeguard the financial position following the outbreak of Covid-19.

The result for **J. Lauritzen A/S** for 2020 was a loss of DKK 511 mill. compared to a loss of DKK 697 mill. in 2019. In 2020, J. Lauritzen A/S separated Lauritzen Bulkers A/S and Lauritzen Kosan A/S as independent subsidiaries.

The result for Lauritzen Bulkers A/S was a loss of DKK 212 mill. During the year, Lauritzen Bulkers further refined its business model and continued the transformation of becoming an asset-light handysize freight trader.

The result for Lauritzen Kosan was a loss of DKK 282 mill. The result was impacted by the challenging market for small chemical gas carriers, impairment losses and tax provisions.

For **DFDS A/S**, the result for 2020 amounted to DKK 442 mill. compared to DKK 1.313 mill. in 2019. Operating profit before depreciation (EBITDA) and special items decreased to DKK 2.732 mill. compared to DKK 3.633 mill. in 2019. Please refer to DFDS at www.dfds.com for further information. The Foundation's share of the DFDS result after amortization of goodwill in accordance with our accounting policies amounted to DKK 103 mill. compared to DKK 488 mill. in 2019.

The Foundation's share of result for **LF Investment ApS** for 2020 amounted to a loss of DKK 159 mill. compared to a loss of DKK 146 mill. in 2019. The negative result is mainly due to impairment of Dan Swift, the monohull accommodation vessel owned by Axis Offshore Singapore Pte, a 100% owned subsidiary and an unrealized loss on listed securities.

Lauritzen Fonden's mission

Ditlev Lauritzen, the founder of J. Lauritzen A/S, was an enterprising businessman. Ahead of his time in the 1900s he focused on his employees' welfare and their work environment. He was also engaged in the local community and aware of his social responsibility as a business owner.

The shipping company, J. Lauritzen, as well as Ditlev Lauritzen's sense of social commitment were passed on to his children Ivar, Knud and Anna who founded Lauritzen Fonden in 1945 and thus 2020 marked the 75th anniversary of Lauritzen Fonden.

Today, Lauritzen Fonden is the parent of J. Lauritzen A/S, DFDS A/S and LF Investment ApS. As an enterprise foundation, tasks are divided into a commercial and a philanthropic focus; carry out active ownership of the businesses in the Lauritzen Group as well as supporting maritime, cultural, and social initiatives.

Furthermore, the Foundation supports the Lauritzen Group's employees by supporting their cultural or social volunteer work as well as by supporting their children with grants for educational purposes, such as student visits abroad and book grants. We believe that by creating a strong and secure groundwork for the individual, both the Lauritzen Group companies and society will benefit. Read the complete foundation charter here:

<https://lauritzenfonden.com/wp-content/uploads/2020/05/Fundats-certified-translation-juni-2017.pdf>

Philanthropic vision

Lauritzen Fonden seeks to enhance the development of children and young people in Denmark through the focus areas well-being (trivsel) and general education (dannelse). We want to enable children to become a contributing and active part of society. The Foundation believes in those fiery souls that have a strong vision and commitment to their project. By working together with other partners, long-lasting and sustainable change has a better chance of prevailing.

Grant Strategy

The aim of the grant strategy is to work towards finding solutions on how to limit the negative consequences of growing up in poverty.

Approximately 8 % of children and youth in Denmark grow up in low-income households. According to research, they suffer from a disadvantage when it comes to equal opportunities in life. They have a hard time finding their way through the educational system and lack connection to the job market in adulthood.

This affects not only the individual but also society. It can lead to more inactive adults not being able to obtain the same possibilities of contributing to society.

By focusing on the areas of *well-being* and *general education* we wish to support initiatives and projects that facilitate a way into education and employment for children and young people.

How we work

Through our grant strategy we seek to increase the impact of the distributed funds. By focusing the grant strategy, securing new knowledge within the social and cultural area, and having a more proactive and risk-willing approach to donations, impact is expected to increase, and we aim to:

- Secure and create new knowledge regarding the challenges and obstacles within the field of social work
- Enter new forms of collaboration and partnerships
- Anchor new methods to enhance the positive outcome and effect of initiatives

The grant strategy is implemented through donations, grants and collaborations that enable a greater impact of the Foundation's funds.

Geographic focus

Lauritzen Fonden has a historical interest in the Danish cities Ribe, Esbjerg, Aalborg, Frederikshavn and Elsinore. These are cities where the Foundation has its maritime roots and for several decades has been involved in industrial activities. Esbjerg and Elsinore were the starting point of our strategic involvement.

Strategy review

With Covid-19 taking a toll on our everyday life during 2020, we took this opportunity to review and assess the Foundation's strategy and reflect on our goals and objectives.

The review process concludes the following:

- Getting 'closer' to the effect by focusing partly on geography and partly on a specific target group
- We have succeeded in building strong local networks – making it easier to navigate when we distribute our grants
- The close partnerships we have established bring us closer to influence and knowledge - we learn from working closely with other actors whether it is a municipality, an NGO, or a cultural institution.
- We have to a greater extent become co-creators of initiatives - we contribute with knowledge and networks to our partners supporting their starting point.
- The work is time and resource intensive for our team within the Foundation

The strategy review confirmed that we are on the right track, but large-scale change within the social area doesn't happen overnight – it takes time and patience to build trust and enable change together and within our key partnerships.

For more information on the grant strategy, please see: <https://lauritzenfonden.com/en/about-us/grant-strategy/>

2020 – a year defined by the pandemic

In early 2020, the coronavirus pandemic struck countries around the world, presenting an unprecedented global crisis resulting in enormous challenges to health systems and spurring widespread shutdowns, school and business closures, and job losses.

Covid-19 impacted us all, but in particular, it has caused challenges for the vulnerable groups of our society. If anyone, they need more help, care, and security in this uncertain and challenging time. The work of organisations and initiatives who support these groups, matters more than ever.

In Lauritzen Fonden, we have been working closely with our partners and grantees during this challenging time to understand their needs and provide them with the required support and flexibility to navigate the evolving situation.

Update on strategic initiatives in a difficult year

Due to Covid-19 many organisations faced challenges that impacted their work during 2020. In the following please find an update on a selected number of initiatives and projects highlighting some of the implications that the pandemic has brought along in 2020 for these organisations.

Lær for Livet

Lær for Livet aims to strengthen children who have been placed in out-of-home care – both academically and socially – enabling them to complete a youth education and thus creating a good and self-sufficient life for themselves.

Due to Covid-19 restrictions Lær for Livet's learning camp concept was affected and the organisation had to rethink the concept to meet the Government's restrictions. Lær for Livet quickly adapted to the new circumstances and instead of conducting one large learning camp it was decided to arrange four smaller camps with fewer children and adults gathered at each camp. Lauritzen Fonden granted a Covid relief grant of DKK 500.000, so that none of Lær for Livet's Learning Kids should miss out on the educational and community-led activities that the Learning Camps offer and which are so important for equipping these children in their future education.

Lauritzen Fonden has allocated DKK 4.025.000 mill. to the organisation in the period 2020-2023.

Living Play Culture – collaboration with Gerlev Idrætshøjskole

In 2019 Lauritzen Fonden and Gerlev Sports Academy launched the joint effort Levende Legekultur (Living Play Culture) with an ambition of creating better learning environments and social well-being for children and young people regardless of their background.

Covid-19 had a major impact on Living Play Culture. With schools and public day-care closed and/or restricted it has been very challenging for the team to teach, play and commit teachers and staff that are already under severe pressure in their everyday with home schooling and new regulations constantly changing. Some courses have been held with great caution and in smaller teams of kids for instance the Play Festival in Esbjerg. It has been hugely successful, proving a need for working extensively with play culture when the country reopens. The most important task when society opens again is securing children and youths capabilities to play and be active and we have great expectations for the rest of the project.

4 out of 5 municipalities have signed a cooperation agreement with Living Play Culture – Esbjerg, Elsinore, Slagelse and Aalborg. The fifth is expected to be Køge, but it has been decided to postpone the final agreement until 2021 where we hopefully face fewer restrictions.

Lauritzen Fonden has allocated DKK 12,6 mill. to the project in the period 2019-2023.

Mangfoldigt Engagement (Multifarious Engagement) – collaboration with Ungdomsbureauet

Due to Covid-19 Ungdomsbureauet had to re-think the form and shape of Ungdommens Folkemøde (Youth Mass Meeting) in Valby Parken, Copenhagen where 30.000 people meet up each year to discuss and focus on matters concerning the youth. Ungdomsbureauet sought different solutions – among others a tour of Denmark planning to visit 8 cities, among them Esbjerg. But at the end restrictions on social gatherings compelled them to make the whole event digital. The digital event worked well but cannot be compared to physical meetings.

The cancellation also had an impact on the vulnerable youth's involvement in the event, but the art and physical objects they created were sent on a tour of Denmark instead and functioned as a basis for dialogue between youth groups throughout the country.

2020 also marked the year of the first book release, De Pengepressede (The Indebted). The process of writing and the release of the book were very successful as the writing teams could meet online. The book has been well received among the press, Ministries, debt counselling's and other organisations. Forbrugerrådet TÆNK (a collaborator on the book) has been very pleased with the outcome and has held an online seminar on youth and debt focusing on the book statements.

Engagement Labs in Esbjerg and Elsinore have been challenged by the groups not being able to meet and school closings. A lot of meetings have taken place digitally but when it comes to establishing trust and getting to know each other digital meetings have their limitations. All in all, Ungdomsbureauet has worked hard to meet the challenges of 2020 – and has succeeded in being relevant and involving youth throughout a difficult period.

A total for DKK 8,3 mill. has been granted to Ungdomsbureauet and Mangfoldigt Engagement (Multifarious Engagement)

ASPIRANTERNE – new pathways to education and employment for vulnerable young people

By bringing together local cultural institutions in Elsinore including, five different authorities in the Municipality, various private players, a foundation and a research institute, ASPIRANTERNE seeks to combine culture and social efforts to strengthen youths' chance of entering education and/or the job market. In addition, the initiative seeks to develop and qualify methods for a closer collaboration between cultural institutions and the employment sector.

A total of 60 young people divided into 10 teams are planned to join the Aspirant-programme during the 5-year course. Their headquarter is located in the area around Elsinore harbor and from here the young people will connect to the surrounding cultural institutions where they will have a mentor and try different tasks and jobs within the creative industry and plan and execute events themselves. The aim is that the young people will become more secure and confident in the creative environment and get a clearer vision of what type of education or job would be suitable for them.



The initiative was kicked off in august 2020 with the first team of Aspirants joining the programme. This group was greatly affected by Covid-19. During lockdown, cultural institutions had to remain closed, making

planning impossible and the mental state of the young people that joined the programme were severely worsened due to self-isolation. The next team has already been recruited and hopefully 2021 will make working with young people and creating social change easier and we will see how this new approach can create a closer link to the cultural sector and thus help vulnerable youth back on track by emphasizing the importance of creativity.

Lauritzen Fonden has allocated DKK 5 mill. over a 5-year period to the project.

MedVind i Østerbyen – collective impact initiative in Esbjerg, Denmark

Our engagement in a Collective Impact initiative is driven by the ambition to ensure social change at a larger scale than any actor will be able to manage on their own. This is the background of the establishment of 'MedVind i Østerbyen' - a collaboration with Esbjerg municipality and different local stakeholders. The vision of the initiative is to break the negative cycle for children and young people from low-income families in Esbjerg's Østerbyen over a 12-year period.

2020 was a year of disruption for MedVind, leading to difficult working conditions and shutdown of society has had several consequences for MedVinds' targetgroup, to an extent of which we do not yet know. For vulnerable groups of children and young people who already experience poorer health and well-being, the impacts of Covid-19 are amplified. Challenges include reduced access to usual services, reduced community supports, financial instability, unemployment and other life circumstances that threaten to widen pre-existing inequities. In other words, making the work of MedVind even more important than ever.

One of the direct consequences of Covid-19 had been the lack of language stimulation for the youngest children in the area of Østerbyen, due to kindergarten and school closings. A process amongst local actors has thus been initiated to get more knowledge on how to support and improve the language learning environments.

An evaluation which was conducted in the fall of 2020 among MedVind's participants/actors concludes that the collaboration amongst the different actors and participants has been strengthened and further developed during 2020, with 94% of the participants stating that it has been rewarding to meet with MedVind's backbone secretariat and 80% stating that MedVind contributes to better collaboration in Østerbyen.

In 2020, a total of DKK 3 mill. has been granted to local projects that supports the overall vision of MedVind. Lauritzen Fonden and Esbjerg Municipality have made a mutual commitment to support the initiative for a 12-year period. Lauritzen Fonden plays an active part in both steering committee and partner group in the initiative.

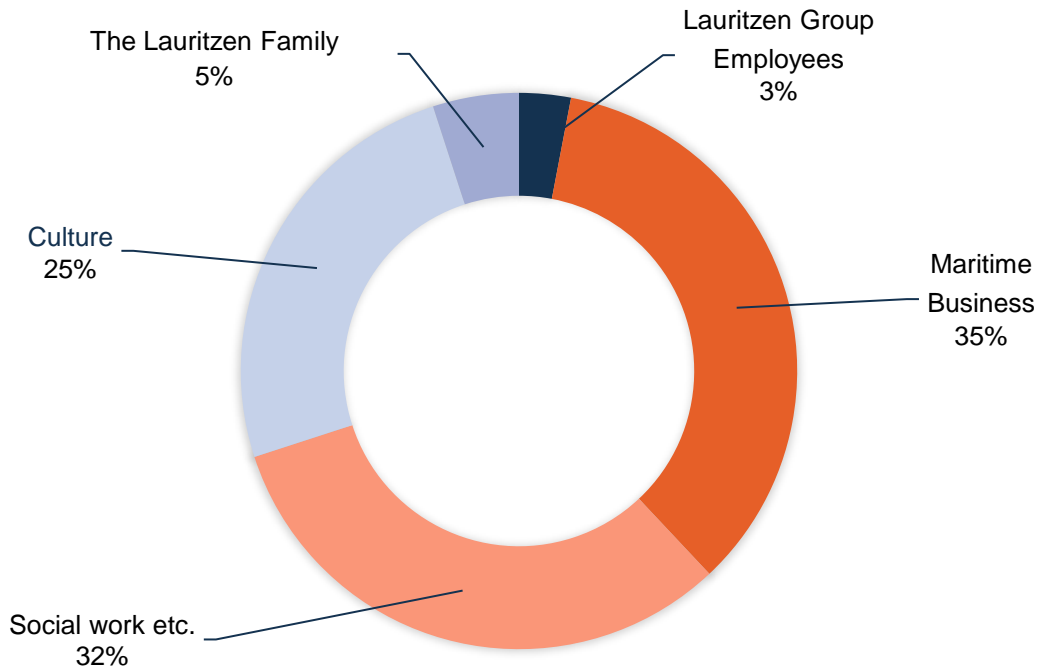
Allocation of funds

As DFDS did not distribute dividends in 2020, Lauritzen Fonden (the parent) generated a negative cash flow of DKK 16 mill. from operating income before depreciations (EBITDA) while distributing grants of DKK 34,8 mill. to meet the foundation charter.

For comparison, generated cash flow in 2019 amounted to net DKK 80 mill. comprising dividend from DFDS A/S less operating income before depreciations (EBITDA). With a grant distribution in 2019 of DKK 46,3 mill., Lauritzen Fonden allocated 58% of the cash flow.

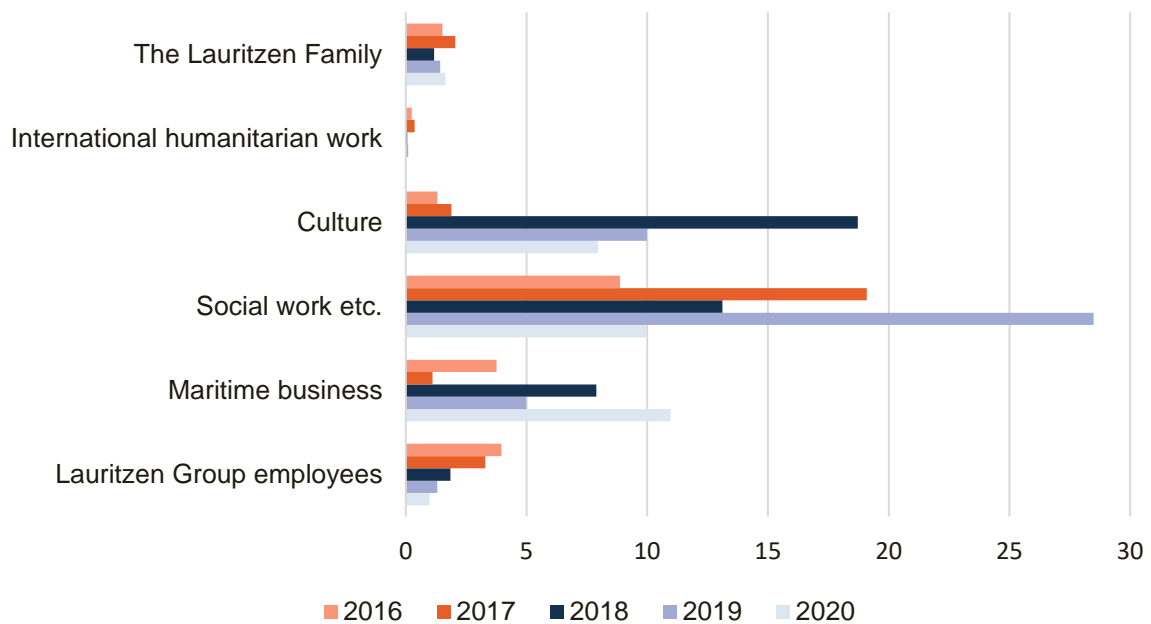
All grant distributions 2020

As shown in the figure below, 3% of the total grant amount in 2020 went to support the Lauritzen Groups employees, 35% to seafarers and maritime interests, 32% to social and humanitarian work in Denmark, 25% to cultural projects and 5% to the Lauritzen Family.



The total grant distribution in DKK is divided between these focus areas. Below please find the track record for the past 5 years:

Overview of grant distributions



(NB: Culture 2018 deviates significantly due to the initiative Levende Legeskultur 2019-2023)

Partnerships and strategic grants

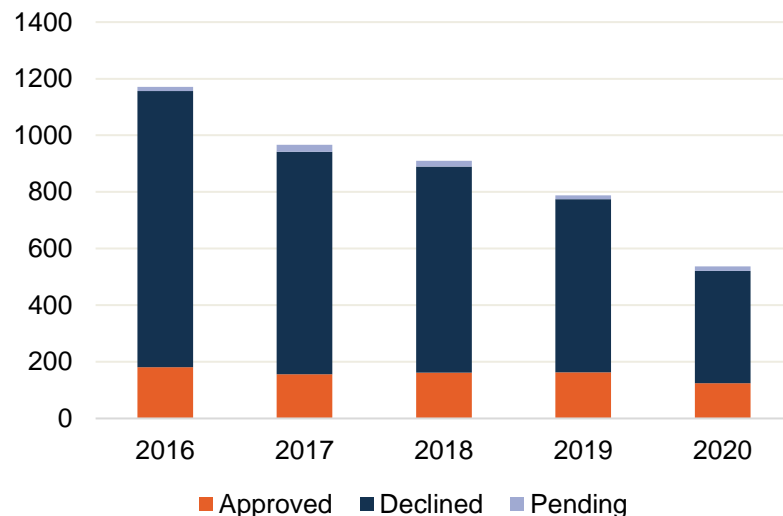
Grants within the individual categories and in various sizes have been distributed to a wide range of activities carried out in 2020 by organisations, associations and individuals who actively contribute to impact society. Below please find a list of some of the major projects and initiatives supported during the year:

DKK 4.525.000	Lær for Livet	Strengthening 115 vulnerable children - both academically and socially – enabling them to complete a youth education in Esbjerg and Elsinore.
DKK 900.000	Det Kongelige Teater	The Royal Theatre's Pixi performances on tour in Denmark enabling children all around Denmark the opportunity to get acquainted with classical performing arts from the perspective of a child.
DKK 527.000	BIBIANA Danmark	BIBIANA promotes art and culture for kids through different exhibitions. The travelling exhibition "Island" is a sensory exhibition for children and young people about friendship grief and loneliness.
DKK 400.000	Hjem til alle	"Preventing homelessness" - developing and exploring new methods to strengthen user influence in collective impact alliances.
DKK 100.000	Børns Vilkår	Covid-19 relief grant for the emergency response team at "Børnetelefonen".

Development in grant applications

In 2020, Lauritzen Fonden received and processed 537 applications compared to 774 in 2019. 125 were approved for grants leading to a "hit-rate" of 23,3% - a very small increase compared to 21% in 2019. 16 applications were still pending at year end. During 2020 Lauritzen Fonden implemented a new cloud-based case administrative system (GrantOne), with the objective of applying more technological up to date support in the application process for users of the system.

Development in grant applications 2016-2020



Platformen – development in a challenging year

2020 started with a vision roadmap for Platformen to embark on. The focus of the roadmap is a vision and some guidelines that will ensure a sustainable development of the new community hub in Østerbyen, Esbjerg.

The vision is to create a vibrant platform that brings together and enables communities across age, ethnicity, interests, and local districts in Esbjerg. A local spot that amplifies possibilities to engage in the local communities. In other words, a modern house of culture and citizenship, where creativity, innovation, culture, and social life grow out of communities and activities. Creativity, innovation, culture, and social life are the key guidelines and will frame the activities that will grow on Platformen.

In the beginning of March our new Platform Manager started with a busy calendar to develop the new community hub through different partnerships. However, the lockdown of society in mid-March was unfortunately the beginning of a year-long period that would make it very difficult to enable and ensure community development and togetherness.

Despite the lockdown and a year affected by different restrictions, Platformen has succeeded in renting out some of Platformen's premises and facilities to several external partners ranging from local sport clubs, social NGO's, the municipality, businesses, and others.

Engaging core partners

For Platformen the key to develop a sustainable platform is to engage and work with core partners.

In 2020 the unit 'Vindmøllen', a partnership between "Borger & Arbejdsmarked", "SUS – Socialt Udviklingscenter" and "Den Sociale Kapitalfond", moved into a wing of Platformen. As a result, 7 employees from Esbjerg Jobcenter now work there on a daily basis. During 2020 close to 60 young people have engaged in peer-networks, conversations, and different co-creation activities at Platformen with a clear ambition of bringing them closer to education and jobs.

Riggen

A new entrepreneurial house named Riggen is planned to move into the premises of Platformen during 2021. Riggen is the result of a collaboration between Business Esbjerg and Esbjerg Municipality and seeks

to unleash the entrepreneurial potential in Esbjerg with an ambition to contribute to more new businesses and jobs in the municipality.

The new entrepreneurial house will open in the beginning of Q2 of 2021 and will be an important asset for Platformen, where innovative ideas, networks and collaborations amongst local enthusiasts and entrepreneurs hopefully will enable new innovative communities. Rikken will include both commercial, social, and cultural entrepreneurs.

Lauritzen Fonden has allocated DKK 7,8 mill. to the establishment of Rikken.

Platformen's House of Food

If Platformen is to succeed in becoming a meeting place that aspires diverse communities, food is a prerequisite for creating that meeting. For that reason, Platformen's House of Food will open during 2021, making sure that the emerging number of Platformen's users do not have to walk around with empty stomachs.

The initiative was started by a local chef and a fiery soul who both plan a variety of activities including provision of refreshments and snacks/meals for lunch and meetings at Platformen, communal dinners bringing the local community together, larger food events and cooking school for local citizens with the aim of creating a collective space that embraces social differences and facilitates new communities.

The aim is to boost the work and activities that take place at Platformen by creating increased interest and attraction to the place through events where food is included. Platformen's House of Food is in that sense the hub's connective and social tissue.

It is expected that Platformen's House of Food will be greatly impacted by Covid-19.

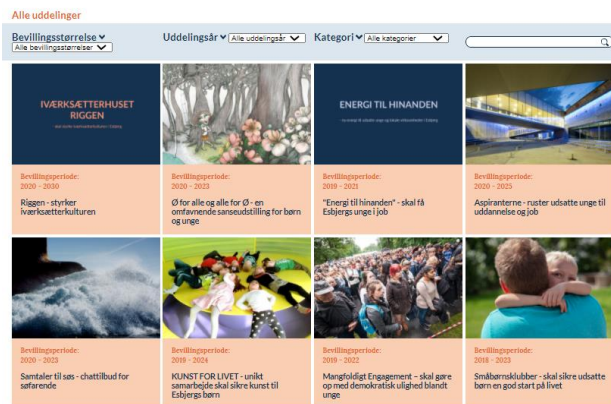
The Blue Denmark

As a commercial foundation, with roots in the maritime, we also seek to enhance and develop Danish shipping. Some of the initiatives supported in 2020 include:

DKK 1.121.000	J. Lauritzen	Financial support for Lilla Dan, which operations were greatly impacted during 2020.
DKK 1.000.000	DFDS	Upgrade of ARK GERMANIA to become a large scale fuel cell test vessel for the Blue Denmark.
DKK 200.000	Maritimt Værksted Hal 16	Acquisition of the three-masted schooner ZAR in Elsinor with the aim of transforming it to a school ship.
DKK 200.000	Danske Sømands- og Udlandskirker	Initiative that offers Danish seafarers the opportunity to anonymously chat with the minister to seamen in order to avoid loneliness and improve the quality of life for seafarers.

Communication and transparency

The main objective of the Foundation's communication effort is to openly communicate *what* we do, *why* we do it and what *difference* we make through our work.



We put great emphasis on transparency and seek to demonstrate openness about our activities. On our website we showcase the many initiatives and projects we support – displaying how the projects are serving the public. By demonstrating a high degree of transparency, we aim to get closer to our stakeholders and not least strengthen the effect of our work and the distributed funds.

Social Media

Social media has emerged as one of the most effective forms of communication available. Sharing our website content and other relevant news on

social media channels enable us to reach new and growing audience segments.

The Foundation's Facebook-page is still our most important social media platform for external communication. However, with an ambition of strengthening the narrative about our work and vision and spread awareness of the many important projects supported by the Foundation and to ensure legitimacy of our work a greater focus and an increased presence on social media is required. The Foundation's Instagram and LinkedIn profiles consequently also function as valuable tools for reaching stakeholders with news regarding the Foundation's work and projects.

Celebrating 75 years of support for the vulnerable groups of society

2020 marked the 75th anniversary of Lauritzen Fonden. For 75 years the Foundation has supported the vulnerable groups of society, provided support for the Lauritzen Group employees, and focused its funding on projects that seek to enhance Danish enterprise and maritime activities.

The milestone was marked by an anniversary campaign that included two smaller films that commemorated the Foundation's past, present and future. Both films were shared among our companies and on social media engaging our followers.

To streamline the communication around the anniversary a simple anniversary visual identity was developed including an anniversary logo. The design enabled us to maintain a clear and distinguishable identity throughout all communication related to the anniversary.

Brand recognition

Our focus on transparency and the current practice in this area was once again confirmed in the report "Den Danske Fondsanalyse 2020" by Kraft & Partners which analyses the 30 largest foundations in Denmark. The 2020 report concludes that Lauritzen Fonden meets the 35 stated parameters in Kraft & Partners transparency barometer to a very high degree.

Lauritzen Fonden once again participated in an analysis focusing on the public knowledge of the Foundation and our focus areas. The survey was carried out by Kantar Gallup and 21 foundations participated compared to 24 in 2019.

The results of the 2020 survey were in line with the results of the analysis conducted in 2019 with a brand awareness of 6% in the general public, leaving plenty of room for improvement. However, our communication efforts are targeted at locally and geographically defined focus areas and the general public is thus not our primary focus.

The Lauritzen Award

Each year Lauritzen Fonden distributes awards as a recognition of an exceptional performance by Danish artists in the theatrical profession either on stage, in TV or on film. Typically, the award recipients are honored and celebrated at an award show with almost 600 guests attending the festive event at a location in Copenhagen.

In 2020 the covid-19 pandemic, not surprisingly, impacted the Lauritzen Award due to the Government's imposed restrictions of large gatherings. The crucial need for social distancing to prevent the spread of Covid-19 made it impossible to celebrate this year's award recipients at a festive event. Several alternative options were considered, amongst other making the event virtual, but at the end it was decided to postpone the event to 2021, enabling the award recipients and their guests to be physically present when they are honored and recognised for their extraordinary work.

Real estate

Klithuset

In 2020, letting of Klithuset in Dronningmølle was greatly impacted by cancelations and the lack of opportunity to hold events, courses, and conferences due to Covid-19 restrictions. Lockdown of society has in other words impacted the daily operations of the house.

The occupancy rate during weekdays, meetings and conferences were at 26% compared to 42% the year before. Weekends in 2020 were at 47% versus 88% in 2019. This development underlines the decision to use Klithuset as a strategic asset, that supports the Foundation's overall grant strategy, when strategic grantees are granted a stay at Klithuset.

Platformen

During 2020, two room wings of Platformen the former Continuation School acquired in 2019 of each 200 m2 were completely renovated to form a different and untraditional office facility combined with areas for relaxation and gatherings. The ambition was to create open and functional workplaces with up-to-date indoor climate, lighting and furnishing that supports diverse communities. The philosophy behind the renovation has been to create a solid and stable framework for activities and communities, all intended to be in constant motion in terms of use and interior design. Responsible architect on the renovation was Spant Stuido ApS and the renovation was carried out by the local contractor Maskinsnedkeriet Phønix Brdr. Iversen ApS

Parallel with the renovation other common areas such as the eating area (the Mess), the living room (the Salon), the music and sound room (the Power Station) and the pavilions have received a touch up aligned with Platformen's visual identity.

The occupancy rate in 2020 was 21% and affected by the start-up process and Covid-19.

In 2021 we continue the renovation including the kitchen (the Galley) and the open entrance from the music and sound room to the lawn via an amfi staircase, which will accommodate audiences during the summer and promote curiosity and thus attract even more users for Platformen.

Other

The Foundation owns a villa on Onsgårdsvej in Hellerup. The villa is partly rented out.

Foundation Governance

Lauritzen Fonden seeks to demonstrate best practice and overall transparency in its work and we fully support the Danish Recommendations on Foundation Governance.

Our current statutory report is based on the Recommendations on Foundation Governance and available on <https://www.lauritzenfonden.com/da/csr.asp>. Available on the website are also reports from previous years.

Gender diversity

The Foundation's charter elected board consists of two women and three men. Please see the section regarding the Board of Directors in this report for information regarding their qualifications and competences.

The Board consists of eight members; five elected in accordance with Lauritzen Fonden's charter (two women and three men) and three employee elected.

Executive management consists of two members: one woman and one man.

Gender equality in both executive management and board of directors is in accordance with the Danish Business Authority regulations and the Foundation is thus in compliance.

CSR

As a foundation with 10 employees our largest impact on social (as outlined in the international Bill on Human Rights), environmental and climate issues as well as anti-corruption issues are linked to our largest commercial investments (our two subsidiaries J. Lauritzen A/S and DFDS A/S) and our annual donations. Thus, we do not have distinct policies on labour, climate, environmental, human rights, or anti-corruption. The Foundations employees are subject to J. Lauritzen's policies regarding HR-related matters.

All our donations are aligned with our charter commitment which is to support social and humanitarian work. We have a thorough process selecting suitable projects, and we assess the potential impact of the projects we support linking them to larger issues in society. For example, by ensuring education to all, access to culture and leisure activities and being part of healthy communities – all issues that are basic human rights.

Being a commercial foundation, our largest CSR footprint is placed with our two large subsidiaries J. Lauritzen A/S and DFDS A/S. Both companies have signed up for the UN Global Compact and are thus committed to integrate the UN's ten principles on responsible business conduct into their business strategy and operations. As the Global Compact builds on universally accepted and declared conventions on human and labour rights, protection of the environment and anti-corruption, we see their policy commitments and procedures as a sustainable way to ensure global compliance for our subsidiaries.

Operating in shipping and logistics our two largest subsidiaries are subject to specific risks related hereto. Each of the companies have procedures to assess these risks and thus develop their policies and procedures accordingly to manage these risks.

As companies, J. Lauritzen and DFDS face different challenges ashore and at sea when it comes to human rights and labour conditions. Their present scope of their respectively social responsibility programmes ashore have a key focus on corporate human resource issues such as diversity and inclusion, competency development, terms of employment and recruitment. Onboard their vessels, social responsibility is also closely linked to health, safety and security issues which are managed with policies and procedures aligned with e.g. the Safety Of Life at Sea (SOLAS), International Safety Management Code (ISM) as well as the Maritime Labour Convention (MLC).

To ensure the health and safety of the employees, the two subsidiaries continuously work on reducing accidents and strengthen the safety culture, as well as ensuring the engagement of employees. In 2020, DFDS introduced a new safety programme across the business, Safety First. Its purpose is to track accidents and near-misses, strengthen the safety culture, reduce accidents, and help colleagues become even more aware of what they can do to avoid dangerous behavior. In 2020, J. Lauritzen focused on remaining an attractive and rewarding place to work, by continuing the engagement survey. In 2020 the engagement participation remained very high with 95% participation on average throughout the year.

To ensure that all human rights are protected, both subsidiaries are performing due diligences, and continuously work to ensure that all suppliers adhere to the policies set out in the code of conduct. In 2020 no breaches of the policies were found.

Regarding climate and environmental issues both J. Lauritzen and DFDS manage and track their environmental footprint and emissions with clear policies and different energy reduction programmes. Due to the nature and area of operations of the two subsidiaries, there are certain risks related to the environment and climate. These mainly relate to emissions to air, water pollution and in particular risks of spills to the sea. In addition, hereto they participate in different alliances and partnerships such as e.g. Zero Emission Energy Distribution and Getting to Zero Coalition. Environmental and climate initiatives are anchored in their top management, supported by commercial, operational, and technical departments.

To ensure the protection of the environment, and in particular the ocean, the subsidiary DFDS in 2020 continued the Ballast Water Management programme and installed ballast water treatment systems on eight ferries. The subsidiary J. Lauritzen continued the energy-efficiency efforts to reduce fuel consumption and emissions through technical and operational initiatives. As a part of this, in 2020, J. Lauritzen took a seat at the Danish Shipping Climate Change Advisory Board.

Operating in shipping and logistics incidents of corruption (facilitation payments) can pose a risk if not managed with accordingly policies, procedures, and training. Both companies have policies aligned with the 10th principles within Global Compact. Further, J. Lauritzen participates in the Maritime Anti-Corruption Network (MACN) together with various representatives from the shipping and maritime sector as they operate globally and in high-risk countries.

To reduce the risk of corruption and facilitation payments, both subsidiaries are in continuous dialogue with suppliers to ensure adherence to the Supplier Code of Conduct. In 2020 no breaches of the policies aligned with the Global Compact were reported in the subsidiaries.

Further, both companies are part of IMPAACT, a responsible supply chain programme. This initiative of the International Marine Purchasing Association aims to improve the economic, social, and environmental compliance of its ship purchaser and supplier members. As many shipping companies share suppliers, a standardised common system helps keep the industry compliant. The shared Supplier Code of Conduct builds on the UN Global Compact and its Guiding Principles on Business and Human Rights.

In 2020, Covid-19 impacted the world in many ways, and both subsidiaries worked on ensuring the health and well-being of employees. During the year, the two subsidiaries introduced extensive testing procedures and safe bubbles within teams for the terminals, vessels, and warehouse employees. Office-based employees have been working from home to stay safe and reduce the risk of infection. These precautions have decreased the risk of local outbreaks of Covid-19.

As a foundation, we also see grants and support to our companies social and humanitarian projects, as a way of supporting their CSR ambitions and community engagement.

For more information on J. Lauritzen A/S' and DFDS A/S' CSR-strategies, policies, programs and reporting, please refer to <http://www.j-l.com/about/corporate-responsibility> and <https://www.dfds.com/en/about/group/responsibility> for more details.

Visit <https://www.lauritzenfonden.com/da/csr.asp> for more information on our CSR approach.

Contributing to the UN Sustainable Development Goals (SDGs)

In 2020, Lauritzen Fonden set out on a journey to incorporate the SDGs in our work and activities.

Established in 2015 by the United Nations, the SDGs present a roadmap to the world to move towards a more sustainable future for all. The 17 SDGs and 169 targets effectively point a direction on moving forward and address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice.



The objective for Lauritzen Fonden's contribution to the SDGs are to;

- join and contribute to a global agenda,
- understand and communicate our **social impact** in a larger context.
- linking us to our companies through a common language

By mapping which goals and targets relate to the Foundation's existing activities and projects, the process was kickstarted. With our strategic focus being on vulnerable children and youth, the mapping gave detailed overview of how we specifically contribute to the SDGs, within specific themes and it became clear that the goals; Quality Education (goal 4), Decent work and Growth (goal 8) and Partnerships for goals (goal 17) match the foundations work and activities.

They reflect and underline:

- that we consider **education** as the greatest protection factor for children and young people in vulnerable positions,
- a focus on jobs and growth, which we consider as prerequisites when acting as a commercial foundation.
- the importance of partnerships - because we know we can only achieve our goals and succeed **together** with others.

Going forward we will link our grants to the three goals. In addition, we will embark on a journey where we continuously increase our focus on concrete sustainability initiatives, when it comes to new investments and activities in our companies, as well as when it comes to smaller initiatives in our everyday life wherever they can contribute to a larger agenda.

Distribution fund

It has been decided to allocate DKK 60,0 mill. for the coming 12 months' fund distributions.

Risks

Risks imposed on the Foundation are solely risk deriving from subsidiaries. Please refer to the J. Lauritzen and DFDS Annual Reports at www.j-l.com and www.dfds.com for a detailed description of the risks and the risk management.

Events after the balance sheet day

An acquisition of HSF Logistics Group, a leading cold chain logistics provider, was announced by DFDS in January 2021. Closing of the transaction is expected to take place around 1 May 2021 subject to regulatory approval and completion of required employee consultation processes.

The combination of the fleet and business activities of Epic Gas Ltd. and Lauritzen Kosan announced in December 2020 was completed on 11 March 2021.

Financial outlook for 2021

International organisations engaged in monitoring and forecasting economic activity and world trade growth will find it difficult enough to monitor the economic impact of the coronavirus, and even harder to recommend any economic policies to reduce its negative consequences. As such, any forecasts are faced with a high level of uncertainty. Although vaccination has now commenced in industrialized countries, uncertainty is here to stay.

During 2020, financial policies were more supportive of economic activity than ever before. In 2021, we anticipate that financial policies will be less supportive of economic growth than in 2020, although further measures to support economic growth may emerge during the course of the year – in order not to kill the recovery before it has had time to take root.

For J. Lauritzen, there are several risks to the outlook that may affect international shipping. The most important of these include:

- Continued development of Covid-19 and its impact on economic activity
- Climate change and the need to reduce transport related carbon emissions
- International trade policy developments, especially the relationship between China and the US
- The signing of the Regional Comprehensive Economic Partnership (RCEP) agreement involving 15 Asia-Pacific nations and the potential negative aspects on countries outside the bloc
- Oil and commodity price volatility
- The new US administration and potential energy reform.

Dry bulk freight rates have recovered substantially after almost collapsing in Q1 and Q2 2020. Rates are forecast to strengthen further in 2021, as supply growth will continue to decline combined with a pick-up in demand growth. Lauritzen Bulkers expects a positive net result in 2021, based on improved risk management and increased activity.

The market for smaller gas carriers is likely to see improvement in 2021 due to limited supply growth and increasing Ethylene export volumes out of the US Gulf. With the agreement to form BW Epic Kosan Ltd, the result of Lauritzen Kosan's gas carriers in 2021 will be part of BW Epic Kosan's result for 2021.

For DFDS, the level of visibility continues to be below normal levels for mainly two reasons: the Covid-19 pandemic and 2021 being the first year post Brexit with longer term effects of the transition yet to emerge. Uncertainty is therefore elevated going into 2021.

The outlook for 2021 builds on a number of assumptions that may change significantly as the year progresses.

- General market growth prospects for GDP-growth (Gross Domestic Product) in 2021, which is currently estimated at around 5,5% real growth for Europe, including growth of 4,2% for UK and 4,5% for Turkey
- Development in freight volumes for the Channel in the first year post Brexit, for the Mediterranean area and in the Baltic region
- The acquisition of HSF Logistics Group, which is expected to be consolidated from 1 May 2021
- The impact of travel restrictions on passenger volumes

Based on the assumptions described above, the DFDS Group's EBITDA before special items is expected to be within a range of DKK 3,0-3,5 bill. (2020: DKK 2,7 bill.).

For LF Investment ApS, the 2021 result is highly dependent on the employment prospects for Dan Swift, the monohull accommodation vessel owned by the subsidiary Axis Offshore Singapore Pte. The market conditions for offshore accommodation vessels remain depressed.

Overall, the Lauritzen Group anticipate a positive result for 2021 and substantially better than the 2020 result.

Directorships of the Board of Directors and Executive Board as of 25 March 2021

Board of Directors:



Jens Ditlev Lauritzen
Chairman

Year of birth: 1956

Date of board entry: March 3, 1997, elected chairman April 20, 2009.

Chairman of the Board of:
FødevareBanken
Rederklubben
Klampenborg Galopselskab A/S

Member of the Board of:
Dansk Galop
MARTEC

Qualifications:
Management skills within shipping and strategy. Management in general and board members' management. Experience within social and humanitarian work, and work within various associations.

Dependent/ independent:
Jens Ditlev Lauritzen has been a member of the board for more than 12 years and cannot be considered independent.

Annual fee: DKK 900.000



Erik G. Hansen
Vice Chairman

Director EGH Gentofte ApS, Hansen Advisers ApS, Polaris Invest II ApS, Rigas Holding ApS, Sirius Holding ApS,, Tresor Asset Advisers ApS, Tresor ApS, Rigas Invest ApS,

Year of birth: 1952

Date of board entry: April 27, 2017

Chairman of the board of:
Polaris II Invest Fonden

Polaris Management A/S
TTIT A/S
Sirius Holding A/S

Member of the board of:
Bagger-Sørensen & Co. A/S
Bagger-Sørensen Fonden
Bavarian Nordic A/S
Ecco Sko A/S
Lesanco ApS
Okono A/S
SAGA Private Equity A/S
Wide Invest ApS
Farumgade 2B Holding A/S

Qualifications:

Special qualifications within investment, management and strategy. Significant experience within finance, capital investments and pension relations.

Dependent/ independent: Independent

Annual fee: DKK 600.000



Bendt Bendtsen

Owner of Bendt Bendtsen Consulting and former Minister of Economic and Business Affairs and member of the European Parliament.

Year of birth: 1954

Date of board entry: January 1, 2009

Chairman of the board of:
Synergi

Member of the board of:
Fonden af 28. Maj 1948
Formue Fyn,
JJO INVEST ApS
Kraks Fond
Nordhavn A/S
Estech A/S

Qualifications:

Management skills within national and international politics, strategy development and extensive knowledge of shipping and small and medium sized companies. Experience within social and humanitarian challenges.

Dependent/ independent: Dependent

Annual fee: DKK 300.000



Kigge Hvid
Partner, JA Studio

Year of birth: 1961

Date of board entry: December 1, 2010

Member of the International Advisory Board of:
Hong Kong Design Centre

Member of the Board of:
Grow Up
Det Sociale Netværk
GFA – Global Fashion Agenda

Member of:
Investment Committee, Design to Improve Life Fund
The Disruption Council – Partnership for the Future of Denmark

Qualifications:
Several years of CEO experience as well as board experience in Denmark and abroad.
Special competencies within sustainability - in particular UN's Sustainable Development Goals - global challenges, innovation, disruption and design thinking within business, civil sector, NGOs and non-profits.

Dependent/ independent: Independent.

Annual fee: DKK 300.000



Betina Ipsen
Member of the Committee of Scouts
Member of the Lauritzen Fonden Grant Committee

Year of birth: 1965

Date of board entry: March 22, 2012

Qualifications:
Experience within social- and humanitarian work, communication, sparring and foundation administration.

Dependent/ independent: Since Betina Ipsen is the grandchild of one of Lauritzen Fonden's founders, she cannot be considered independent.

Annual fee: DKK 300.000



Kristian Kristensen*

Position: Master Mariner, DFDS A/S

Year of birth: 1967

Date of board entry: March 24, 2018

Expiration of election period: March 31, 2022

Qualifications:

Managerial nautical experience with passenger and freight ships in national and international waters. In addition; chief accountant and budget responsible for operations and maintenance.

Annual fee: DKK 300.000



Dorthe Olsen*

Position: HR Manager. Lauritzen A/S

Year of birth: 1965

Date of board entry: November 1, 2020

Expiration of election period: March 31, 2022

Qualifications:

Experience within HR and the personnel area, including management and organisational development, employee development, communication, and sparring.

Annual fee: DKK 300.000



Jesper Jessing*

Position: Master Mariner, DFDS A/S

Year of birth: 1963

Date of board entry: April 1, 2014

Expiration of election period: March 31, 2022

Qualifications: Managerial nautical experience with passenger and freight ships in national and international waters. Chief accountant and budget responsible for operations and maintenance.

Annual fee: DKK 300.000

(* Staff elected)

Executive Board:



Tommy Thomsen

CEO

Year of birth: 1957

Chairman of the Board of:

J. Lauritzen A/S

Lauritzen Kosan A/S

Lauritzen Bulkers A/S

NanoNord A/S

The Danish Maritime Fund

C.W. Obel A/S

Member of the board of:

PSA International Pte Ltd. Singapore

Durisol A/S

Meabco A/S

Chemical Transportation Group

SmartVan A/S

Member of the advisory board of:

Panama Canal

Portchain

Qualifications:

Management skills within shipping, infrastructure and logistics, strategy development, economic and financial control, asset management, investment and construction of international businesses. Experience with investment and collaboration with companies and financial institutions in developing countries.

Salary and benefits from Lauritzen Fonden:	DKK 1.344.000
Salary and benefits from LF Investment ApS:	DKK 5.377.000
Directors fee (J. Lauritzen group of companies):	DKK 850.000



Inge Grønvold
Director

Year of birth: 1955
Member of the board of SmartVan A/S
Member of the board of J. Lauritzen A/S
Member of the board of Lauritzen Ship Owner A/S

Qualifications:

Philanthropy work within the social and humanitarian area, education and culture. Management and HR in international businesses, foundations and real estate administrations.

Salary, pension and benefits from Lauritzen Fonden:	DKK 1.930.000
Salary, pension and benefits from LF Investment ApS:	DKK 483.000

Income Statement 1 January – 31 December 2020

DKK '000

Parent			Group	
2019	2020	Note	2020	2019
Revenue				
-	-	2 Net turnover	17.154.198	20.021.141
2.098	862	Other income	29.838	18.973
2.098	862	Total	17.184.036	20.040.114
Costs				
-	-	Vessels running costs	-8.459.469	-9.627.870
-10.732	-7.381	3 Other external costs	-2.568.823	-3.089.762
-8.367	-8.695	4 Staff costs	-3.283.803	-3.489.486
-19.099	-16.077	Total	-14.312.095	-16.207.118
-17.001	-15.215	RESULT BEFORE DEPRECIATIONS	2.871.941	3.832.996
13.520	-	Profit on sale of tangible fixed assets	126.453	46.492
-755	-971	5 Depreciations and write-downs	-2.849.304	-3.117.920
-4.237	-16.185	OPERATING INCOME	149.091	761.568
-355.176	-567.029	6 Share of result in subsidiaries		
		7 Share of result in associates and joint ventures	-53.314	-54.946
Financial items				
52.961	12.985	8 Financial income	36.807	69.970
-3.453	-4.048	9 Financial expenses	-480.952	-406.704
49.509	8.937	Total	-444.146	-336.735
-309.904	-574.278	RESULT BEFORE TAX	-348.368	369.888
-2.448	-	10 Income tax	-81.614	-65.030
-312.352	-574.278	RESULT FOR THE YEAR	-429.982	304.857
Allocated between:				
		11 Non controlling interests share of result	144.295	617.209
-312.352	-574.278	12 Foundation's share of result	-574.278	-312.352
Proposed allocation of the Foundation's share of result:				
46.301	34.761	Distribution fund		
-358.653	-609.039	Retained earnings		
-312.352	-574.278			

Statement of financial position 31 December 2020

DKK '000

Parent			Group	
2019	2020	Note	2020	2019
ASSETS				
13+14 FIXED ASSETS				
Intangible assets				
-	-	Goodwill	2.716.423	2.906.128
-	-	Other intangible assets	1.467.490	1.493.384
-	-	Total	4.183.912	4.399.512
Tangible assets				
29.244	36.040	Land, building, terminals and yard facilities	1.042.844	1.083.849
-	-	Vessels	11.528.877	13.129.634
641	812	Machinery, tools and equipment	738.657	758.414
-	-	14 Right of use assets	3.547.848	4.182.824
-	-	Assets under construction and prepayments	887.612	1.035.351
29.886	36.851	Total	17.745.839	20.190.072
Financial fixed assets				
6.241.625	5.675.384	6+13 Investment in subsidiaries		
-	-	7+13 Investments in associates and joint ventures	315.901	384.309
-	-	13 Other securities	172.733	10.048
-	-	13 Other receivables	603.509	353.955
6.241.625	5.675.384	Total	1.092.144	748.312
6.271.510	5.712.235	2 TOTAL FIXED ASSETS	23.021.895	25.337.896
NON-FIXED ASSETS				
Stocks				
-	-	16 Bunkers and goods for sale	1.863.581	402.184
-	-	Total	1.863.581	402.184
Receivables				
-	-	Trade receivables	2.017.651	2.420.497
-	-	Receivables from joint ventures	33.320	46.185
3.439	3.479	Other receivables	795.858	657.836
-	-	10 Deferred tax asset	72.405	62.535
-	-	15 Prepayments	357.353	496.593
3.439	3.479	Total	3.276.588	3.683.646
477.691	454.410	19 Securities	499.258	720.791
16.656	4.018	19 Cash	1.443.442	1.177.677
497.786	461.907	TOTAL CURRENT ASSETS	7.082.869	5.984.297
6.769.297	6.174.143	TOTAL ASSETS	30.104.765	31.322.193

Statement of financial position 31 December 2020

DKK '000

Parent			Group	
2019	2020	Note	2020	2019
EQUITY AND LIABILITIES				
EQUITY				
250.000	250.000	Contributed capital	250.000	250.000
5.704.206	4.872.959	Other reserves	4.872.959	5.704.206
5.954.206	5.122.959	Equity - Foundation's share	5.122.959	5.954.206
11 Non controlling interest			5.661.582	5.614.696
Total Equity including non-controlling interests			10.784.541	11.568.902
PROVISIONS				
-	-	10 Deferred tax	268.574	212.846
-	-	17 Other provisions	244.882	213.407
-	-	TOTAL PROVISIONS	513.456	426.253
Liabilities other than provisions				
18 Non-current liabilities other than provisions				
-	-	Mortgage debt, real properties	31.432	35.020
-	-	Mortgage debt, vessels	2.767.743	2.526.165
-	-	Lease liability	2.809.966	3.316.825
737.742	907.748	Other debt	7.728.643	8.429.695
737.742	907.748	Total	13.337.785	14.307.705
Current liabilities, other than pensions				
-	-	18 Short-term portion of long-term debt	2.034.604	1.473.708
-	-	Credit institutions	36.196	27.725
-	66.703	Trade payables	2.167.427	2.416.866
-	-	Debt to subsidiaries		
-	-	Corporate tax	81.676	38.473
1.178	4.157	Other payables	940.462	813.921
-	-	Prepayments	136.041	172.471
76.171	72.577	Approved not yet paid grants	72.577	76.171
77.349	143.436	Total	5.468.984	5.019.335
815.091	1.051.184	2 TOTAL DEBT	19.320.225	19.753.292
6.769.297	6.174.143	EQUITY AND TOTAL LIABILITIES	30.104.765	31.322.193
Accounting policies				
20 Contingent liabilities				
21 Contractual commitments				
24 Related parties				
25 Events after the balance sheet day				

Statement of changes in Equity

Group

DKK '000

	Contributed capital	Other reserves	Distribution fund	Total
Balance at 1/1 2020	250.000	5.644.206	60.000	5.954.206
Impact from implementation of IFRS 16		-		-
Balance at 1/1 2020 after change of accounting policy	250.000	5.644.206	60.000	5.954.206
Currency adjustment of equity and result in foreign currencies		-129.857		-129.857
Share of other equity movements		-31.468		-31.468
Value adjustment of hedging instruments		-43.242		-43.242
Change in non controlling interests		-17.642		-17.642
As per proposed allocation of the result for the year		-574.278		-574.278
Approved grants			-31.278	-31.278
Associated costs re. charitable purposes			-3.483	-3.483
Transferred as per proposed allocation		-34.761	34.761	-
Balance at 31/12 2020	250.000	4.812.959	60.000	5.122.959

Parent

DKK '000

	Contributed capital	Other reserves	Distribution fund	Total
Balance at 1/1 2020	250.000	5.644.206	60.000	5.954.206
Currency adjustment of equity and result in foreign currencies		-129.857		-129.857
Share of other equity movements		-92.352		-92.352
As per proposed allocation of the result for the year		-574.278		-574.278
Approved grants			-31.278	-31.278
Associated costs re. charitable purposes			-3.483	-3.483
Transferred as per proposed allocation		-34.761	34.761	-
Balance at 31/12 2020	250.000	4.812.959	60.000	5.122.959

Cash Flow statement

DKK '000	Note	Group	
		2020	2019
	Operating income	149.091	761.568
	Depreciations and write-downs carried back	2.849.304	3.117.920
	22 Adjustments	-436.694	74.444
	23 Change in working capital	483.826	-489.060
	Cash flow from operations before financial items	3.045.527	3.464.872
	Ingoing financial payments	41.932	69.970
	Outgoing financial payments	-410.747	-412.999
	Cash flow from operating operations	2.676.712	3.121.843
	Paid corporate tax	8.563	1.139
	Paid grants	-38.355	-26.288
	Cash flow from ordinary activities	2.646.920	3.096.694
	Investment in intangible fixed assets	-70.000	-66.009
	Investment in tangible fixed assets	-1.825.837	-3.211.786
	Investment in financial fixed assets	-37.617	2.995
	Investments in subsidiaries/activities	-34.173	-131.000
	Investment in securities	13.539	-154.153
	Sale of tangible fixed assets	254.536	555.568
	Sale of financial fixed assets	-	5.799
	Cash flow from investment activities	-1.699.552	-2.998.586
	Installment on long-term debt	-1.945.616	-1.691.651
	Proceeds from long-term debt	2.230.077	2.708.634
	Payment of lease liabilities	-968.063	-1.123.037
	Paid dividend to non-controlling interest in DFDS	-	-131.507
	Proceeds from sale of treasury shares in DFDS	2.000	-
	Cash flow from financing activities	-681.602	-237.560
	Changes for the year in cash position	265.765	-139.452
	Cash beginning of year	1.177.677	1.317.129
19	Cash end of year	1.443.442	1.177.677

The cash flow statement cannot be directly derived from the other components of the consolidated financial statements

Notes

1 Accounting policies

The annual report of Lauritzen Fonden for 2020 has been prepared in accordance with the provisions applying to reporting class C large enterprises under the Danish Financial Statements Act.

The accounting policies are unchanged from last year.

Consolidated financial statements

The consolidated financial statements comprise the Parent, Lauritzen Fonden, and subsidiaries in which the Group directly or indirectly holds more than 50% of the voting rights or which it, in some other way, controls, including J. Lauritzen A/S and DFDS A/S.

Enterprises, which are not subsidiaries, over which the Group exercises significant influence, but which it does not control, are considered associates. Significant influence is generally obtained by direct or indirect ownership or control of more than 20% of the voting rights but less than 50% or by, according to agreement, jointly controlling the enterprise together with one or more other companies (joint venture).

The consolidated financial statements are prepared as a consolidation of the audited financial statements of the Parent and the individual subsidiaries prepared in accordance with the Danish Financial Statements Act.

On consolidation, intra-group income and expenses, shareholdings, intra-group balances and dividends, and realized and unrealized gains and losses on intra-group transactions are eliminated. Investments in subsidiaries are set off against the proportionate share of the subsidiaries' net asset value at the acquisition date.

Newly acquired or newly established companies are recognized in the consolidated financial statements from the acquisition date, whereas divested or discontinued companies are included until the date of disposal; but see description below regarding consolidation of divested business areas. Comparative figures are not restated for companies acquired by purchase or merger or for divested companies.

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

Goodwill from acquired enterprises may be adjusted until the end of the year following the acquisition year if recognition and measurement of the acquired enterprises' net assets change.

Gains or losses on disposal or liquidation of subsidiaries and associates/joint ventures are stated as the difference between the sales amount or liquidating price and the carrying amount of net assets at the date of disposal plus non-amortized goodwill and anticipated disposal or liquidation costs.

Non-controlling interests

In the consolidated financial statements, the subsidiaries' financial statement items are recognized in full. The non-controlling interests' proportionate shares of the subsidiaries' results and equity are adjusted annually and recognized separately in the balance sheet.

In connection with the purchase and sale of non-controlling interests, the difference between the purchase and selling price, respectively, and the total carrying amount attributable to the purchased or sold non-controlling interests, respectively, are calculated. This amount is transferred from the share of equity attributable to non-controlling interests and the share of equity attributable to Lauritzen Fonden.

Foreign currency translation

Transactions denominated in foreign currencies are translated on an ongoing basis at the exchange rates at the transaction date.

Receivables and payables denominated in foreign currencies are translated at the exchange rates at the transaction date.

Gains and losses arising between the exchange rates at the transaction date and the settlement date are recognized in the income statement under financial income or expenses.

On recognition of foreign subsidiaries and associates/joint ventures and Danish companies that are separate entities reporting in currencies other than DKK, the income statement is translated at the exchange rate at the transaction date (average rate), and the balance sheet is translated at the exchange rates at the balance sheet date. Exchange rate differences arisen when translating foreign subsidiaries' equity at the beginning of the year using the exchange rate at the balance sheet date and when translating income statements from the exchange rate at the transaction date (average exchange rate) to the exchange rate at the balance sheet date are recognized directly in equity.

Exchange rate adjustments of intra-group balances with independent foreign subsidiaries which are considered part of the total investment in the subsidiary are recognized directly in equity. Exchange rate adjustments on loans and derivative financial instruments designated as hedges of foreign subsidiaries are also recognized directly in equity.

Income statement

Revenue

Revenue from transport of passengers, freight and from rendering terminal and warehouse services etc, is recognised in the Income statement at the time of delivery of the service to the customer, which is the time where the control is transferred and when each separate performance obligation in the customer contract is fulfilled following the "over-time principle". Some of the ferry and freight transports have a series of performance obligations, but as the duration of these transports are short term the impact from splitting these contract into "distinct services" will not have material impact.

For shipping in general, a proportionate share of the expected income of ship in progress at year end is included, and a proportionate share of the projected costs is included in costs.

The profit/loss for vessels operating in partnerships where underemployment risk and profit are shared is recognized in revenue on a net dividend basis.

Revenue is measured exclusive of VAT, excise duties and discounts offered in connection with the sale.

Costs

At the date when passenger services and regular services are recognized as revenue, attributable costs are expensed.

Vessels running costs

Vessels running costs include fuel consumption, maintenance and repairs, crew staff costs, insurance of hulls and machinery, consumption of lubricants and supplies, etc.

Furthermore, cost of sales related to catering and services on bareboat and time charter agreements relating to operations as well as port costs, agent expenses and other travel-related costs are also included.

Staff costs

Staff costs include salaries and wages, pension and social security costs relating to the Group's employees. It also includes costs related to employees who have retired from the Group.

Other external costs

Other external costs include sales costs and administrative expenses include land-based activities, rent and maintenance of equipment. Furthermore, sales costs, marketing costs and administrative expenses are included.

Financial income and expenses

Financial income and expenses include interest income and expense, gains and losses on securities, payables and transactions denominated in foreign currencies, calculated interest expenses in respect of lease liabilities and amortization of financial assets and liabilities. Financial income and expenses are recognized at the amounts relating to the financial year.

Profit/loss in subsidiaries and joint ventures

The Parent's income statement includes the proportionate share of the individual subsidiaries' profit/loss after tax after elimination of intra-group profits/losses and amortization of goodwill.

In both the Parent's and the consolidated income statement, the proportionate share of joint ventures' profit/loss after tax after elimination of the proportionate share of profits/losses and amortization of goodwill is included.

Tax on profit/loss

Tax for the year comprises income tax, tonnage tax and changes in deferred tax for the year. The tax expense relating to the profit/loss for the year is recognized in the income statement, and the tax expense relating to income and expenses recognized in equity is recognized directly in equity. The Group is subject to the Danish rules on compulsory joint taxation. LF Investment ApS is the administrative company of Danish subsidiaries with an ownership interest exceeding 50%. Subsidiaries are included in the joint taxation from the date when they are included in the consolidated financial statements until the date at which they are excluded from consolidation.

Balance sheet

Intangible assets

Goodwill

Goodwill is amortized over the estimated useful life, not exceeding 20 years, and the longest period is when the investment is of strategic importance due to long-term earnings potential of the investment.

The net asset value of goodwill is assessed regularly and is written down to the recoverable amount over the income statement if the carrying amount exceeds the expected future net income from the business or activity to which the goodwill relates. Goodwill from acquired enterprises may be adjusted within the first year of the acquisition.

Development projects in progress

Development projects in progress, primarily development of IT software, are recognised as non-current intangible assets if the following criteria are met:

- the projects are clearly defined and identifiable
- the Group intends to use the projects once completed
- the future earnings from the projects are expected to cover the development and administrative costs
- the cost can be reliably measured.

The amortisation of capitalised development projects starts after the completion of the development project, and is recognised on a straight-line basis over the expected useful life, which normally is 3-5 years, but in certain cases up to 10-15 years (where the latter goes for significant internally developed commercial and operational systems).

Property, plant and equipment

Property, plant and equipment owned by Lauritzen Foundation are recognized at cost less accumulated depreciation and impairment losses.

Cost includes costs for sub-suppliers, materials, components, direct payroll costs and indirect costs.

Incurred interest expenses on loans to finance the production of non-current asset relating to the production period are included in cost.

Non-current assets acquired in foreign currencies are translated at the exchange rate at the date of acquisition. Gains or losses on hedges relating to the acquisition of non-current assets are recognized as part of the value of the non-current asset.

- Land is not depreciated.
- Buildings are depreciated on a straight-line basis. Expected useful life of buildings is 50 years.
- Machinery, tools and equipment are depreciated on a straight-line basis. Expected useful life of machinery, tools and equipment is 5-10 years.

Vessels

Vessels are recognized at cost less accumulated depreciation and impairment losses. Cost includes costs directly attributable to the acquisition until the date when the vessel is ready for use, including costs for sub-suppliers, advisory services, materials, components, direct payroll costs related to supervision, etc., and indirect costs.

As a result of differences in the wear on the components of passenger ships, the cost of these ships is split into components with little wear and excessive wear, respectively.

Conversion of vessels is capitalized if the conversion is attributable to measures for prolonging the life of the vessels or improving earnings. Conversions are treated as additions to cost and are depreciated over the same residual period as the original asset.

Costs for docking and other improvements of the vessels are capitalized when incurred and depreciated over the period between two dockings. In most cases, the docking interval is 2 years for passenger ships and 2,5 years for other vessels.

Depreciation is made on a straight-line basis over the vessels' expected useful lives.

The expected useful lives of vessels are 25-35 years.

For vessels written down to 0 or older than 25 years, an individual assessment of the vessels' remaining lives is made annually.

For passenger ships, cost is divided into components with minor wear, such as hull and engines, and components with high wear, such as accommodation and catering areas. Components with high wear are depreciated over 10-15 years, while components with minor wear are depreciated over the remaining lives of the ships determined based on an assessment of the individual ships. Components with minor wear are depreciated over 30 years from the year when the ship was built.

Estimated useful lives and residual values are assessed at least once a year. When assessing the expected economic life of vessels, the substantial funds used for ongoing maintenance are taken into account.

An impairment test of the vessels is carried out annually. Vessels are written down to the lower of the recoverable amount and carrying amount. The recoverable amount is the higher of the present value of the net income the vessel is expected to generate (value in use) and the net selling price of the vessel. For vessels which are expected to be sold, the recoverable amount equals the net selling price of the vessel.

Gains and losses on the disposal of vessels are calculated as the difference between the selling price less selling costs and the carrying amount at the date of disposal. Gains and losses on the disposal of vessels are recognized as a separate line item in the income statement.

Right-of-use assets

The right-of-use asset and corresponding lease liability will be recognised at the commencement date, i.e. the date the underlying asset is ready for use. Right-of-use assets are measured at cost corresponding to the lease liability recognised, adjusted for any lease prepayments including dismantling and restoration costs. The lease liabilities are measured at the present value of lease payments to be made over the lease term.

Depreciations are done following the straight-line method over the lease term or the useful life of the right-of-use assets, whichever is shortest.

The lease payments include fixed payments less any lease incentives receivable and variable lease payments that depend on an index or a rate. If the contract holds an option to purchase, extend or terminate a lease and it is reasonably certain to be exercised by the Group, the lease payment will include those. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payment occurs.

The Group applies the short-term lease recognition exemption for lease contracts that, at the commencement date, have a lease term of 12 months or less for all classes of underlying assets except for ferries and other ships, and the exemption for lease contracts for which the underlying asset is of low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

For all classes of assets, except for terminals, non-lease components, i.e. the service element, will not be separated from the lease components and thereby form part of the right-of-use asset and financial lease liability recognised in the balance sheet.

The Group has lease contracts for various items of Land & buildings, terminals, ferries and other ships, equipment and other assets used in its operations. Leases normally have the following lease terms:

Rental and lease matters (lease out)

For accounting purposes, assets leased out are divided into finance and operating leases.

In respect of assets leased out on a finance lease, an amount equal to the net investment in the lease is recognised in the balance sheet as a receivable due from lessee. The asset leased out is derecognised, and any gain or loss arising from this is recognised in the income statement.

Lease income from assets leased out on an operating lease is recognised in the Income statement on a straight-line basis over the lease term.

Investments in subsidiaries and associates/ joint ventures

Investments in subsidiaries and associates/joint ventures are measured under the equity method.

Investments in subsidiaries and associates/joint ventures are measured at the proportionate share of the enterprises' net asset values calculated in accordance with the Group's accounting policies minus or plus unrealised intra-group profits and losses and plus any residual value of positive or determined in accordance with the acquisition method.

Investments in subsidiaries and associates/joint ventures with negative net asset values are measured at DKK 0 (nil), and any amounts owed by such enterprises are written down if the amount owed is irrecoverable. If the parent has a legal or constructive obligation to cover a deficit that exceeds the amount owed, the remaining amount is recognised under provisions.

Net revaluation of investments in subsidiaries and associates/joint ventures is recognised in the reserve for net revaluation in equity under the equity method to the extent that the carrying amount exceeds cost. Dividends from subsidiaries which are expected to be adopted before the approval of the annual report of Lauritzen Fonden are not recognised in the reserve for net revaluation.

On acquisition of subsidiaries, the acquisition method is applied; see Consolidated financial statements above.

Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Receivables are included in Trade receivables and Other receivables in the statement of financial position. Trade receivables and Other receivables are stated at amortised cost. Until 2018 the incurred loss model was used to measure Trade and other receivables. From 2018 Trade and other receivables are measured using the ECL method, and expected losses are recognised in the profit and loss.

Receivables with no objective indication of individual impairment are assessed for objective indication of impairment on a portfolio basis. The portfolios are primarily based on the debtors' registered offices and credit rating in accordance with the Company's and the Group's credit risk management policy. The objective indicators used in relation to portfolios are determined based on historical loss experience.

Write-downs are calculated as the difference between the carrying amount of 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.

Equity

Reserve for net revaluation according to the equity method

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

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

The reserve cannot be recognised at a negative amount.

Expenses related to Charitable Activities

Expenses directly associated with the Charitable Activities' donations are recognized directly in other reserves under equity.

Provisions

Provisions comprise anticipated costs related to warranties, onerous contracts, restructurings, etc. Provisions are recognised when, as a result of past events, the Group has a legal or a constructive obligation and it is probable that there may be an outflow of resources embodying economic benefits to settle the obligation. Provisions are measured at net realisable value or fair value. If the obligation is expected to be settled far into the future, the obligation is measured at net present value.

Liabilities other than provisions

Financial liabilities are recognised at the date of borrowing at fair value corresponding the net proceeds received less transaction costs paid. In subsequent periods, the 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.

Other liabilities are measured at net realisable value.

Cash flow statement

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

The cash flow effect of acquisitions and disposals of enterprises is shown separately in cash flows from investing activities. Cash flows from acquisitions of enterprises are recognised in the cash flow statement from the date of acquisition. Cash flows from disposals of enterprises are recognised up until the date of disposal.

Cash flows from operating activities

Cash flows from operating activities are calculated as the Group's share of the profit/loss adjusted for non-cash operating items, changes in working capital, corporation tax paid and payments of grants.

Cash flows from investing activities

Cash flows from investing activities comprise payments in connection with acquisitions and disposals of enterprises and activities and of intangible assets, property, plant and equipment and investments.

Cash flows from financing activities

Cash flows from financing activities comprise changes in the size or composition of the Group's share capital and related costs as well as the raising of loans, repayment of interest-bearing debt, payment of lease liabilities and payment of dividends to shareholders in the subsidiaries.

2 Net turnover

2020

DKK '000

J. Lauritzen

DFDS

Other

	Net turnover	Result before financial items	Fixed assets	Liabilities
J. Lauritzen	3.145.067	-317.580	747.908	2.002.930
DFDS	13.970.613	545.649	21.522.514	16.405.737
Other	38.519	-132.292	751.474	911.558
	17.154.198	95.777	23.021.895	19.320.225

2019

DKK '000

J. Lauritzen

DFDS

Other

	Net turnover	Result before financial items	Fixed assets	Liabilities
J. Lauritzen	3.356.100	-213.462	2.681.425	2.210.943
DFDS	16.591.550	1.391.096	21.725.440	16.506.345
Other	73.491	-471.012	931.031	1.036.005
	20.021.141	706.622	25.337.896	19.753.292

3 Other external costs

Fee to auditors elected by the Board and directors:

DKK '000

Audit

Other assurance engagements

Tax and VAT advisory services

Other services

Total

	Group		Parent	
	2020	2019	2020	2019
Audit	9.005	8.715	320	796
Other assurance engagements	614	307		
Tax and VAT advisory services	434	1.836		
Other services	725	1.266		
Total	10.779	12.123	320	796

4 Staff costs

DKK '000	Group		Parent	
	2020	2019	2020	2019
Salaries incl. remuneration to Board of Directors	2.809.567	2.846.678	7.738	7.609
Pensions	139.560	138.851	861	739
Social security	334.675	503.957	96	19
Total	3.283.803	3.489.486	8.695	8.367
Average number of employees	8.748	8.886	8	8
Number of employees as at 31 December	8.471	9.156	8	6
Remuneration:				
Board of Directors	3.300	3.300	3.300	3.300
Executive management	9.984	10.026	3.274	3.217

Parent salaries for 2020 amount to tDKK 8.509 from which tDKK 771 has been deducted as this amount concerns projects, and has been recognised as part of Lauritzen Fondens grants. Compared to 2019, salaries amounted to tDKK 8.317 of which tDKK 708 was deducted.

Above mentioned salaries relating to projects corresponds to 0,7 average employee in 2020 and 0,7 average employee in 2019.

5 Depreciations and write-downs

DKK '000	Group	
	2020	2019
Goodwill	191.768	181.818
Other intangible assets	93.888	86.897
Buildings, terminals and yard facilities	59.469	58.977
Vessels	1.435.298	1.243.616
Machinery, tools and equipment	175.455	167.167
Right-of-use-assets	893.425	1.379.445
	2.849.304	3.117.920
	Parent	
	2020	2019
Buildings	895	742
Tools and equipment	75	14
	971	755

6 Investments in subsidiaries – (parent)

DKK '000	Ownership	2020		2019	
		Result	Equity	Result	Equity
J. Lauritzen A/S, Copenhagen	100%	-511.497	545.297	-697.362	919.699
DFDS A/S, Copenhagen	43%	103.263	4.243.231	488.488	4.232.720
LF Investment ApS, Copenhagen	100%	-158.795	928.896	-146.302	1.131.246
		-567.029	5.717.424	-355.176	6.283.665
Internal profit/(loss)		0	-42.040	0	-42.040
		-567.029	5.675.384	-355.176	6.241.625

DFDS is considered a subsidiary based on de-facto control and the ownership percentage is 43,4%.

7 Investments in Associates and Joint Ventures – (group)

DKK '000	2020		2019	
	Result	Equity	Result	Equity
In total	-53.314	315.901	-54.946	384.310
	-53.314	315.901	-54.946	384.310

8 Financial income

DKK '000	2020		2019	
	Group	Parent	Group	Parent
Interest income	34.596	1.126	29.571	5.829
Exchange gains and losses on securities	0	11.859	40.399	47.132
	2.211	0	0	0
Currency exchange gains	36.807	12.985	69.970	52.961

9 Financial costs

DKK '000	2020		2019	
	Group	Parent	Group	Parent
Interest expenses	319.699	4.048	240.760	3.453
Other financial expenses	114.884	0	136.061	0
Exchange losses on securities	46.370	0	29.883	0
	480.952	4.048	406.704	3.453

10 Tax

Group:

DKK '000	2020	2019
Deferred tax	-45.858	-24.807
Current tax	-32.449	-38.473
Tonnage tax	-3.307	-1.750
Income tax	-81.614	-65.030
Deferred tax 1/1 (liability)	150.311	125.504
Foreign exchange adjustments	8.373	-4.588
Impact from change in accounting policies	0	-3.882
Expected impact from exiting tonnage taxation scheme	51.817	0
Addition from acquisition of enterprises	1.647	8.470
Recognized in income the income statement	-11.233	17.301
Write down of deferred tax assets and reversal hereof	-2.803	7.506
Impact from change in corporate income tax rate	-1.943	0
Deferred tax 31/12 (liability)	196.169	150.311
Deferred tax concerns:		
Tangible assets	226.402	172.451
Other fixed assets	26.769	26.561
Provisions	-28.069	-21.009
Tax losses carried forward	-25.956	-24.881
Other	-2.977	-2.811
	196.169	150.311
Deferred tax is shown as:		
Deferred tax asset	72.405	62.535
Deferred tax liability	268.574	212.846
Net liability	196.169	150.311
Parent:		
Current tax	0	-2.448
	0	-2.448

11 Non controlling interests

	Result		Balance sheet	
DKK '000	2020	2019	2020	2019
Non controlling interests in DFDS A/S	144.330	638.879	5.631.768	5.535.847
Other non controlling interests	-35	-21.670	29.814	78.849
	144.295	617.209	5.661.582	5.614.696

12 Recommended appropriation of profit/loss for the year

Parent

DKK '000	2020	2019
Applied from grant distribution fund	34.761	46.301
Retained earnings	-609.039	-358.653
	<u>-574.278</u>	<u>-312.352</u>

13 Fixed assets

Group

DKK '000	Goodwill	Other intangible assets	Land, buildings and terminals	Vessels	Machinery, tools and equipment
Cost at 1/1 2020	3.701.077	1.877.331	1.588.949	22.470.996	1.756.351
Exchange rate adjustments	-10.940	-6.685	-31.000	-477.950	-25.627
Transfer to/from other items	0	0	19.000	-1.040.132	160.164
Additions from investment in subsidiaries	0	0	0	0	1.000
Additions	10.881	75.203	17.691	325.190	66.733
Disposals	0	-2.224	-5.000	-904.099	-88.966
Cost at 31/12 2020	<u>3.701.017</u>	<u>1.943.626</u>	<u>1.589.640</u>	<u>20.374.005</u>	<u>1.869.655</u>
Depreciation and write-down at 1/1 2020	794.949	383.947	505.100	9.341.362	997.937
Exchange rate adjustments	-2.123	-1.041	-12.773	-260.147	-15.394
Transfer to/from other items	0	0	-1.000	-903.657	43.000
Transfer from assets held for sale	0	0	-9.000	0	0
Depreciation	191.768	93.888	59.469	1.036.374	175.455
Impairment losses/reversal of losses	0	0	8.000	203.675	0
Disposals	0	-658	-3.000	-572.480	-70.000
Depreciation and write-down at 31/12 2020	<u>984.594</u>	<u>476.136</u>	<u>546.796</u>	<u>8.845.127</u>	<u>1.130.998</u>
Booked value at 31/12 2020	<u>2.716.423</u>	<u>1.467.490</u>	<u>1.042.844</u>	<u>11.528.877</u>	<u>738.657</u>
Booked value of mortgage assets				7.115.346	
Booked value at 31/12 2019	<u>2.906.128</u>	<u>1.493.384</u>	<u>1.083.849</u>	<u>13.129.634</u>	<u>758.414</u>

Note 13 continued

Group

	Financial leased machinery, tools and equipment	Assets under construction and prepayments	Investments in associates and joint ventures	Shares available for sale	Other receivables
DKK '000					
Cost at 1/1 2020	0	1.035.351	439.035	17.862	353.955
Exchange rate adjustments	0	-1.364	-29.873	0	-3.933
Transfer to/from other items	0	-1.618.111	-15.687	201.461	233.165
Additions	0	1.471.737	0	20.055	26.107
Disposals	0	0	0	-2.279	-5.785
Cost at 31/12 2020	0	887.612	393.475	237.100	603.509
Depreciation and write-down at 1/1 2020	0	0	54.726	7.814	0
Exchange rate adjustments	0	0	-17.055	0	0
Transfer to/from other items	0	0	-16.180	0	0
Impairment losses/reversal of losses	0	0	48.117	56.552	0
Profit/loss for the year	0	0	3.466	0	0
Dividend	0	0	4.500	0	0
Depreciation and write-down at 31/12 2020	0	0	77.574	64.366	0
Booked value at 31/12 2020	0	887.612	315.901	172.733	603.509
Booked value at 31/12 2019	0	1.035.351	384.309	10.048	353.955

Note 13 continued

Parent

	Land, buildings and terminals	Tools and equipment	Investments in subsidiaries
DKK '000			
Costs at 1/1 2020	36.781	2.549	11.916.842
Additions	7.691	246	217.504
Costs at 31/12 2020	44.472	2.795	12.134.346
Depreciation and write-down at 1/1 2020	7.537	1.908	5.675.217
Depreciation	895	75	0
Value adjustment in the year			783.745
Depreciation and write-down at 31/12 2020	8.432	1.983	6.458.962
Booked value at 31/12 2020	36.039	812	5.675.384
Booked value at 31/12 2019	29.244	641	6.241.625

Specification of movements in investments in subsidiaries:

Balance at 1/1 2020	6.241.625
Capital increase and acquisition of shares in subsidiaries	217.504
Share of other equity movements	-216.716
Share of result, cf. Note 6	-567.029
	5.675.384

14 Leases – Right-of-use-asset

	Land and buildings	Terminals	Vessels	Equipment etc.	Total
DKK '000					
Cost at 1/1 2020	289.774	2.352.000	2.356.669	473.826	5.472.269
Additions/remeasurement	152.527	365.000	76.007	41.000	634.534
Transfer	0	0	-199.815	-16.000	-215.815
Disposals	-6.000	-9.000	-183.757	-144.000	-342.757
Foreign exchange adjustments	2.187	-77.000	-145.125	-10.000	-229.938
Cost at 31/12 2020	438.488	2.631.000	1.903.978	344.826	5.318.292
Depreciation and write-down at 1/1 2020	75.589	165.000	894.856	154.000	1.289.445
Depreciation	87.286	179.000	493.139	134.000	893.425
Disposals	-4.000	-6.000	-198.321	-108.000	-316.321
Transfer	0	0	-71.073	-6.000	-77.073
Foreign exchange adjustments	390	-8.000	-60.329	-6.000	-73.939
Impairment losses	0	28.000	26.907	0	54.907
Depreciation and write-down at 31/12 2020	159.265	358.000	1.085.179	168.000	1.770.444
Booked value at 31/12 2020	279.223	2.273.000	818.799	176.826	3.547.848

15 Prepayments

Group

DKK '000	2020	2019
Prepaid customer rebates	114.000	338.879
Other prepayments	243.353	157.714
	357.353	496.593

16 Stock

Group

DKK '000	2020	2019
Bunkers	131.888	217.110
Goods for sale	1.731.693	185.074
	1.863.581	402.184

In 2020, goods for sale include the Lauritzen Kosan gas carriers to be transferred to BW Epic Kosan Ltd. and two DFDS freight ferries to be disposed of.

17 Other provisions

Group

DKK '000	2020	2019
Pension obligations	176.000	139.000
Other obligations	68.882	74.407
	244.882	213.407

18 Long-term debt

Group

	2020			Total
	Short-term portion	Expires between 1 and 5 years	Expires after more than 5 years	
DKK '000				
Mortgage debt, real properties	3.985	15.934	15.498	35.417
Mortgage debt, vessels	1.280.101	1.321.648	1.446.095	4.047.844
Debt, financial leasing	7.418	111.640	130.973	250.030
Credit institutions	41.108	6.541.819	24.527	6.607.454
Corporate Bonds	0	1.162.297	0	1.162.297
Leasing debt	701.992	1.379.163	1.188.192	3.269.347
	2.034.604	10.532.500	2.805.285	15.372.389

	2019			Total
	Short-term portion	Expires between 1 and 5 years	Expires after more than 5 years	
DKK '000				
Mortgage debt, real properties	4.075	12.284	22.737	39.096
Mortgage debt, vessels	182.436	305.651	2.366.000	2.854.087
Debt, financial leasing	931.062	7.557	25.802	964.421
Credit institutions	0	7.378.935	0	7.378.935
Corporate Bonds	0	1.249.357	0	1.249.357
Leasing debt	344.144	2.939.383	0	3.283.527
Other debt	11.990	0	0	11.990
	1.473.707	11.893.166	2.414.539	15.781.412

Parent

	2020		2019	
	Short-term portion	Long-term portion	Short-term portion	Long-term portion
DKK '000				
Credit institutions	0	907.748	0	773.742
	0	907.748	0	773.742

19 Free cash and securities

	2020	2019	2020	2019
	Parent		Group	
Securities	454.410	477.691	499.258	720.791
Hereof shares	-256.127	-279.785	-293.353	-514.384
Cash	4.018	16.656	1.443.442	1.177.677
	202.301	214.562	1.649.347	1.384.084

20 Contingent liabilities and guarantees

Group

DKK '000	2020	2019
Guarantees and surety commitments	571.864	553.490
Max. obligation for participation in projects	29.692	2.965
	<u>601.556</u>	<u>556.455</u>

If DFDS leaves the Danish tonnage tax regime there could be a deferred tax liability of up to a maximum of DKKM 786 (2019: DKKM 715).

If JL leaves the Danish tonnage tax regime there would be no deferred tax liability (2019: DKKM 127).

Certain claims have been raised against the group companies. The judgment of the management is that the outcome of these claims will not have any material impact on the group's financial position.

In connection with disposals of activities and assets, certain guarantees, inclusive for tax and environment items, are issued.

Parent

Lauritzen Fonden has issued below guarantees on behalf of its subsidiaries:

Creditor	Amount in USD M	Regarding
DSK, Danske Bank, Nordea, SEB	39,4	Lauritzen Kosan secured indebtedness
Danske Bank	0,9	Lauritzen Kosan overdraft facility - up to USD M 1,0
SEB	0,0	Lauritzen Kosan overdraft facility - up to USD M 3,0
Nordea Bank A/S	3,0	Lauritzen Kosan revolving credit facility
Bunker Holding	0,2	Lauritzen Bulkers credit facility, up to USD M 5,0
Danske Bank	0,0	Lauritzen Bulkers overdraft facility - up to USD M 6,0
Total	43,5	

In addition, Lauritzen Fonden has provided shares in subsidiaries as security to credit institutions for debt of DKK 908 million. Reference is made to note 18.

21 Contractual commitments

Group		
DKK '000	2020	2019
Contractual commitments, term 0-1 year	1.417.000	922.000
Contractual commitments, term 1-5 years	402.000	1.280.000
Contractual commitments, term after 5 years	527.000	492.000
	<u>2.346.000</u>	<u>2.694.000</u>

22 Adjustments

DKK '000	2020	2019
Currency exchange	-334.706	101.531
Profit/Loss on sale of fixed assets	-116.511	-46.087
Other	14.523	19.000
	<u>-436.694</u>	<u>74.444</u>

23 Change in working capital

DKK '000	2020	2019
Change in stocks	194.749	-89.039
Change in receivables	416.928	-511.300
Change in provisions	31.476	-72.383
Change in trade payables inclusive other short-term debt	-159.327	183.661
	<u>483.826</u>	<u>-489.060</u>

The change in value of stocks is adjusted for assets held for sale of DKK 1.656.175 thousands included in stocks in the balance sheet at 31 December 2020.

24 Related parties

Related parties with a significant influence of the activities in the Lauritzen Fonden is Lauritzen Fonden's Board of Directors and the Executive Management. Other related parties comprise all companies in the Lauritzen Fonden Group and their Board of Directors and Executive management.

Related party	Basis for relation	Nature of transaction	Amount in DKK '000
J. Lauritzen A/S	Subsidiary	Capital injection	202.900
LF Investment ApS	Subsidiary	Loan to Lauritzen Fonden	66.299
LF Investment ApS	Subsidiary	Administration fee from Lauritzen Fonden	870

The Foundation has paid remuneration to the executive board. Please refer to note 4.

25 Events after the balance sheet date.

An acquisition of HSF Logistics Group, a leading cold chain logistics provider, was announced by DFDS in January 2021. Closing of the transaction is expected to take place around 1 May 2021 subject to regulatory approval and completion of required employee consultation processes.

The combination of the fleet and business activities of Epic Gas Ltd. and Lauritzen Kosan announced in December 2020 was completed on 11 March 2021.

Apart from the above and events recognised or disclosed in the consolidated financial statements, no events have occurred after the balance sheet date.

List of Group Companies

Name	Country	Ownership share %
Lauritzen Fonden	Denmark	
J. Lauritzen A/S	Denmark	100
De Forenede Sejlskibe I/S*	Denmark	43
Lauritzen Bulkera A/S	Denmark	100
Lauritzen Bulkera Ship Owner A/S	Denmark	100
Lauritzen Kosa A/S (Formerly: KRK 4 ApS)	Denmark	100
Lauritzen Reefers A/S**	Denmark	100
Admiral Logistics Corporation*	Panama	50
J. Lauritzen Singapore Pte. Ltd.	Singapore	100
LKT Gas Carriers Pte. Ltd.*	Singapore	50
Milau Pte. Ltd.*	Singapore	50
J. Lauritzen (USA) Inc.	USA	100

* Joint Venture ** Dormant

Name	Country	Ownership share %
DFDS A/S*	Denmark	43
DFDS Seaways NV	Belgium	100
DFDS Logistics NV	Belgium	100
DFDS Logistics Services NV	Belgium	100
Gezwoeren Wegers en Meters Survey b.v.b.a.	Belgium	100
DFDS Logistics s.r.o	Czech Republic	100
DFDS Germany ApS	Denmark	100
DFDS Stevedoring A/S	Denmark	100
Mash Energy ApS **	Denmark	23
DFDS Seaways Newcastle Ltd	England	100
DFDS Seaways Plc.	England	100
DFDS Logistics Ltd	England	100
DFDS Logistics Services Ltd	England	100
DFDS Seaways (Holding) Ltd	England	100
DFDS Logistic Contracts Ltd	England	100
DFDS Pension Ltd	England	100
DFDS Logistics Grimsby Holdings Ltd	England	100
DFDS Logistics Property Ltd	England	100
Huisman International (UK) Ltd.	England	100
Colley Brothers Limited	England	100
DFDS Seaways OÜ	Estonia	100
DFDS Logistics OÜ (Formerly: Freeco OÜ)	Estonia	100
DFDS Kotka OY (Formerly: DFDS Logistics OY)	Finland	100
DFDS Logistics OY (Formerly: Freeco Logistics OY)	Finland	100
DFDS Logistics SARL	France	100
DFDS Seaways S.A.S	France	100
Dunes Bail SNC	France	100
Flandres Bail SNV	France	100
DFDS Germany ApS & Co. KG	Germany	100
DFDS Logistics Kft. (Formerly: Alpatrans-Szállítás Kft)	Hungary	100
DFDS Logistics BV	The Netherlands	100
DFDS Seaways BV	The Netherlands	100
DFDS Holding BV	The Netherlands	100

Name	Country	Ownership share %
DFDS Seaways IJmuiden BV	The Netherlands	100
Alphatrans International Trucking BV	The Netherlands	100
Maxibas B.V.,	The Netherlands	100
Huisman Group B.V.	The Netherlands	100
Huisman International B.V.	The Netherlands	100
Huisman International Transport B.V.	The Netherlands	100
Huisman Warehousing B.V.	The Netherlands	100
Huisman Network Logistics	The Netherlands	100
DFDS Logistics Contracts (Ireland) Ltd	Ireland	100
DFDS Seaways Ireland Limited	Ireland	100
Samer seaports & terminals SRL	Italy	60
DFDS Logistics Baltic SIA	Latvia	100
DFDS Seaways SIA	Latvia	100
AB DFDS Seaways	Lithuania	97
UAB Krantas Travel	Lithuania	97
North Sea Terminal AS	Norway	100
DFDS Logistics AS	Norway	100
DFDS Logistics Rederi AS	Norway	100
DFDS Seaways AS	Norway	100
Moss Container Terminal AS	Norway	100
DFDS Polska Sp. Z.o.o.	Poland	100
DFDS Special Cargo Unipessoal LDA	Portugal	100
Romania Transport Group SRL	Romania	100
DFDS Logistic East	Russia	100
DFDS Seaways Ltd	Russia	100
DFDS Seaways Hispania SL	Spain	100
DFDS Seaways AB	Sweden	100
DFDS Logistics AB	Sweden	100
DFDS Logistics Contracts AB	Sweden	100
DFDS Seaways Holding AB	Sweden	100
DFDS Logistics Services AB	Sweden	100
DFDS Logistics Karlshamn AB	Sweden	100
DFDS Logistics Partners AB	Sweden	85
DFDS Professionals AB	Sweden	100
Bohus Terminal Holding AB **	Sweden	65
DFDS Turkey Denizcilik ve Tasi Yati AS	Turkey	100
DFDS Denizcilik ve Tasimacilik A.S.	Turkey	99
Trieste Newholdco Denizcilik ve Tasimacilik AS	Turkey	100
Trieste Holdco Denizcilik ve Tasimacilik AS	Turkey	100
Trieste Midco Denizcilik ve Tasimacilik AS.	Turkey	100

* Recognized as subsidiary as Lauritzen Fonden has de-facto control.

** Associates/Joint Ventures
DFDS has 9 dormant companies

Name	Country	Ownership share %
LF Investment ApS	Denmark	100
Frederikshavn Maritime Erhvervspark A/S	Denmark	100
K/S Østre Havn, Aalborg	Denmark	50
Østre Havn Aalborg ApS	Denmark	50
Lauritzen Ship Owner A/S	Denmark	100
NanoNord A/S	Denmark	47
MamaMia Holding A/S	Denmark	65
AHK NR. 186 ApS	Denmark	50
SmartVan A/S	Denmark	45
Axis Offshore Pte. Ltd	Singapore	100

Company domiciles

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