

bama



ANNUAL REPORT 2021

KEY FIGURES 2021

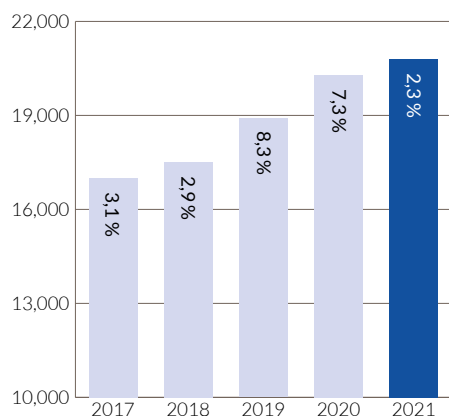
MNOK

	2021	2020	2019	2018	2017	
INCOME STATEMENT						
Operating revenue	20,813.7	20,346.3	18,966.0	17,507.4	17,013.3	
EBITDA	1,090.2	1,068.6	1,106.9	896.8	915.6	
EBIT	577.5	652.6	663.8	535.0	569.6	
EBT	565.8	643.3	649.1	535.1	576.6	
Net profit for the year	409.4	465.7	451.7	353.2	401.5	
BALANCE SHEET						
Non-current assets	4,152.4	3,490.9	3,028.2	2,562.3	2,490.5	
Current assets	3,532.6	3,546.1	3,566.0	2,715.3	2,940.3	
Equity	1,980.6	1,909.3	1,684.2	1,448.6	1,346.0	
Non-current liabilities	1,967.0	1,265.5	1,275.9	791.5	850.4	
Current liabilities	3,737.5	3,862.2	3,634.2	3,037.4	3,234.5	
LIQUIDITY						
Change in cash and cash equivalents	-162.0	24.8	646.0	-309.5	246.9	
KEY RATIOS						
Liquidity ratio (%)	1	94.5	91.8	98.1	89.4	90.9
Profit margin (%)	2	3.0	3.4	3.7	3.3	3.6
Turnover rate	3	5.3	6.4	6.4	7.8	7.7
Total return on investment (%)	4	15.8	21.8	23.5	25.4	27.7
Gearing ratio (%)	5	25.8	27.1	25.5	27.4	24.8
Revenue per full-time equivalent	6	6.6	7.0	6.7	6.5	6.9

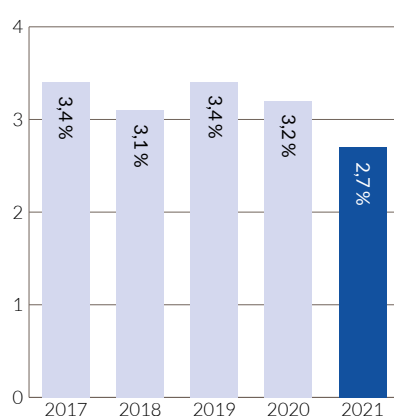
DEFINITIONS - KEY FIGURES

- Current assets as a percentage of current liabilities
- Operating profit/loss + financial income as a percentage of operating revenue
- Operating revenue / (assets - current liabilities - deferred tax liabilities + current interest-bearing liabilities)
- Profit margin * Turnover rate
- Equity 31 Dec * 100 / Total assets
- Operating revenue / Full-time equivalents

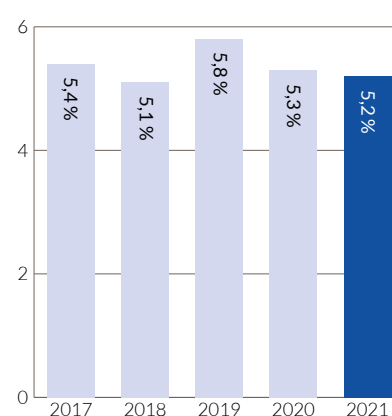
OPERATING Revenue
REVENUE GROWTH IN %



PROFIT MARGIN BEFORE TAX
(%)



OPERATING MARGIN - EBITDA
(%)



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SECTION 1 **THIS IS BAMA**

BAMA is the Norwegian market leader within fruit and vegetables. The Group also has business operations elsewhere in the Nordic region and in Europe.

VISION
**A healthier and
fresher future**

AVERAGE NO. OF FULL-TIME
EQUIVALENTS IN THE GROUP:

3,149

Of which 1,056 work in foreign
businesses.

REVENUE IN 2021:

20.8

BNOK

BAMA is one of Norway's oldest privately-owned trading companies. In 2022, it has been in operation for 136 years. Our business concept is to create responsible, green growth through fresh and healthy products based on cooperation along our entire supply chain.

We encourage increased consumption and growth at all stages and trade holistically along the entire supply chain.

To do this we focus on planning and predictability, and are flexible when required. We take responsibility for sustainable solutions that ensure good quality from field to fork and participate in all parts of society to inspire the adoption of a healthier lifestyle.

OUR MAIN OBJECTIVES

- › Create profitable growth for our customers.
- › Be a driver for growth in the market and increase consumption of healthy products.
- › Offer the most sustainable products.
- › Strengthen competitiveness and profitability along the supply chain.

CORE VALUES

Our values are of major importance for our customers, partners and employees. At BAMA we must be:

- › **Goal-oriented:**
We deliver growth, solutions, results and quality, and can be relied on.
- › **Responsible:**
We display high levels of integrity and act ethically and responsibly, both internally and externally.
- › **Inspiring:**
We inspire healthier living, through active engagement and communication.
- › **Team players:**
We cooperate to create good solutions and contribute to a good working environment.





INVESTING IN GROWTH AND DEVELOPMENT

The Group's operating revenue rose by 2.3 per cent in 2021. Employees, producers, suppliers and customers have all worked extremely hard through a long pandemic period. With the consumer in focus, we have had a shared goal of securing supplies to ensure people have had the chance to eat healthy throughout the pandemic.

HEALTHIER AND FRESHER

Global megatrends are helping us along. Some of the trends we have been working on proactively focus on local, plant-based food, environment protection and sustainability, quick and simple solutions, knowledge about good health and a spotlight on transparent supply chains. All set for increased consumption and getting closer to our goal of 5-a-day in all our markets. In Norway, we eat 3.2 portions of fruit and vegetables a day. In Sweden, people eat 2.6 portions, in Finland 3.5 and in the Netherlands 2.9.

BAMA wishes to inspire consumers to eat more of our fresh and healthy products. We develop and launch products that make it quicker and easier to eat healthy, and introduce more and more exciting solutions as consumers become increasingly preoccupied with eating greener and healthier. We engage in marketing and sponsorships that inspire people to adopt a healthier lifestyle and increase their consumption of fruit and vegetables, as recommended by the health authorities. At the same time, we want to help people do even more. We develop new varieties and work to expand the breadth and depth of our product range, while working every day to source world-class products at a price that enables people to get closer to the 5-a-day goal.

We have a broad range of products in a variety of price categories, and a strong focus on public health. Everyone should have the chance to choose more fruit and vegetables. To achieve all this, the company takes responsibility at every stage in the supply chain. As an international enterprise, with almost 140 years' experience, we have spent a long time building good business relationships. This helps us every day to secure volume, priority and quality at a good price.



All set for increased consumption and getting closer to our goal of 5-a-day

Consumers across the globe want to eat locally produced food. Norway is no different. We know that Norwegians prefer Norwegian-grown fruit and vegetables. Together with Gartnerhallen's producers and our customers, we have increased the percentage of Norwegian produce in the past few decades. In 2021, we set a new record with 86.5 per cent of our products home grown. That is something we are intensely proud of and we will continue working to further increase that figure.

IMPORTANT INITIATIVES ROLLED OUT

We invest in growth through innovation and development, and recently opened Europe's most modern "fresh cut" facility in Norway. "Fresh cut" is a major focus area for the company, with the potential for significant growth in freshly processed and ready-to-eat food that meets consumers' expectations. The new factory enables us to meet the surging demand for healthy, plant-based food by making it quicker and easier to prepare or eat on the go.

BAMA's flower departments have also been brought together in the same building. Having grown out of our old premises, we are looking forward to more space and smarter logistics solutions. Flowers are a category with a strong potential, and co-location will contribute to even fresher flowers and the possibility of a broader product offering for all our customers. Our Dutch flower company, Xpol, is expanding its flower and plant activities in Finland. By moving parts of the production process as close to the market as possible, we will improve the freshness and quality available to consumers, and we are extremely pleased to have taken this step.

MORE COMPETITIVE

We have a unique position, which we have built up over many years. Today, we are among the world's top ten fruit and vegetable companies and have an extensive and robust network of business partners. This is a strength and a fantastic platform for further investment. Our corporate culture also constitutes a real strength and gives room for long-term perspectives, while enabling us to effectively resolve day-to-day challenges. Developments are moving at record speed, and we will advance even faster going forward. This places even tougher demands on us and requires us to focus on the flow of goods in its entirety.

Employee demands, consumer expectations, customer requirements and the claims of society at large are becoming ever greater and clearer. Rising prices mean we must think differently. We must therefore reinforce our capacity for innovation, sustainability, category development and growth, and do our best to boost our competitiveness and meet expectations. We will continue to work systematically to find the most sustainable solutions for the entire company. For example, we have reduced food wastage by 40 per cent. Measures implemented throughout the organisation mean that we are well on the way to halving food wastage by 2025 – five years ahead of schedule. We are proud of this achievement, while continuing to strive for further reductions.

At BAMA, we aim to offer the most sustainable products. This means continuously striving to ensure that the way they are produced and handled does not harm the external environment, that employee rights are protected and that the products are fresh and healthy and priced so that everyone can afford to eat healthy food. Our responsibility for the planet extends forwards for generations to come. This is BAMA's promise.

We are looking forward to continuing our mission to secure a healthier and fresher future by focusing on the consumer and thereby creating added value for our customers.

Petra Axdorff
CEO

FROM FIELD TO FORK

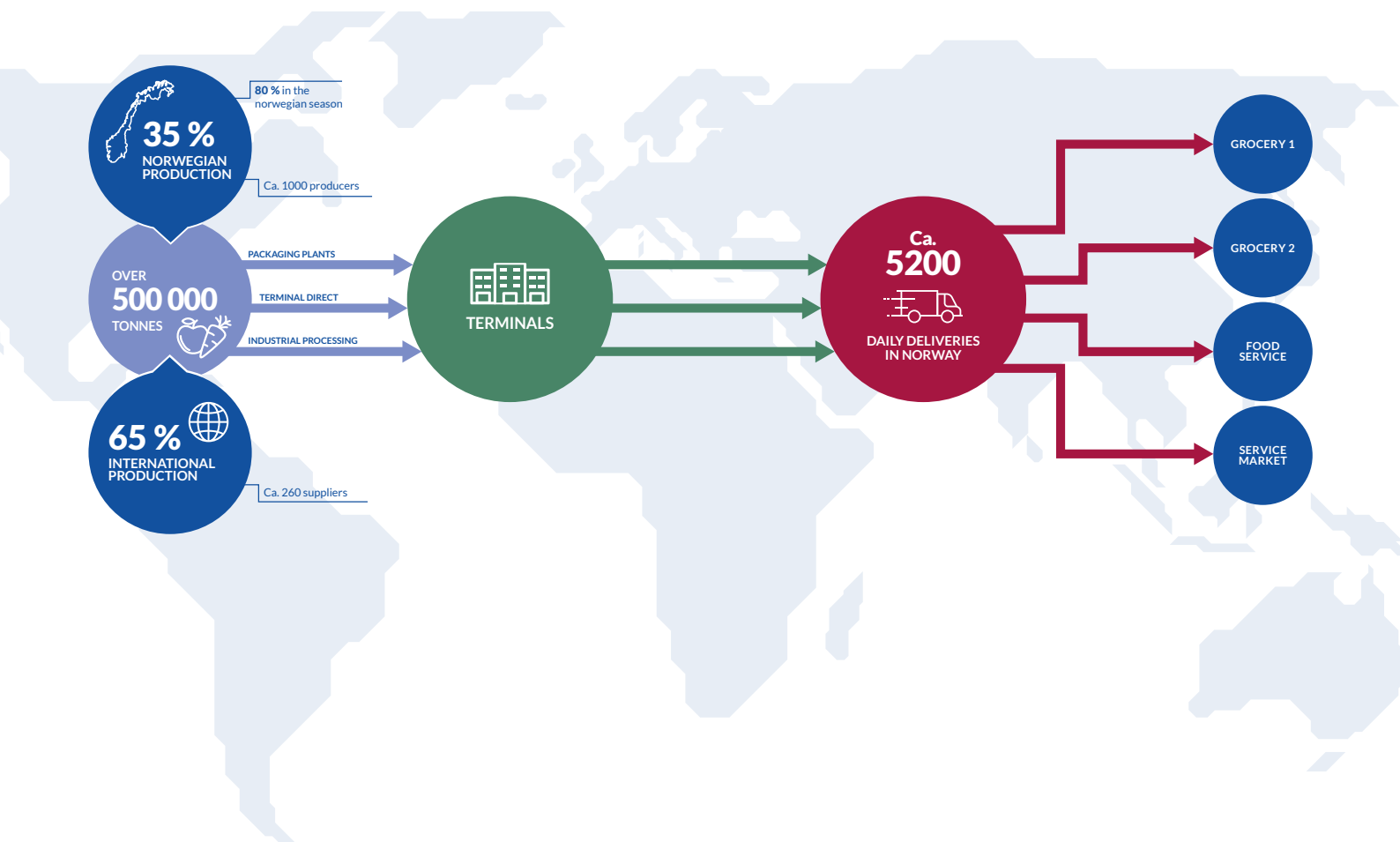
The flow of goods is BAMA's very lifeblood. Each year, more than 500,000 tonnes of fresh products pass through our terminals on their way to customers across Norway. Many products are Norwegian and local, while others are imported from virtually all corners of the world.

This is our business, in a nutshell.

BAMA is a global player with a significant sphere of operations, both domestically and internationally. The company currently has a network of more than 1,300 producers in Norway and abroad, and each year sells large volumes of fresh fruit, vegetables, berries, beverages and flowers.

Fruit and vegetables are living products whose quality must be protected, regardless of the distances involved. Well-thought-out logistics solutions are crucial if fresh and healthy products are to reach customers and consumers as quickly as possible. Reducing the time from field to fork is an ever-present aim, and the products are refrigerated during their entire transport – irrespective of origin.

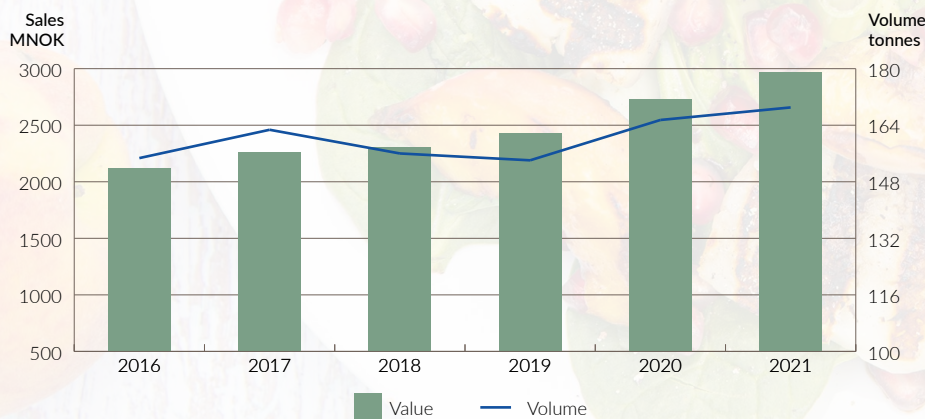
Over many years, BAMA has built up specialist expertise in purchasing and logistics, and gives priority to cultivating and nurturing good relations with new and existing producers. In a world where demanding climate conditions are destabilising the availability of goods, supply chain cooperation is more important than ever.



SECTION 2 TRENDS – AS WE SEE THEM

Trends impact us and our business. These factors or currents are a result of continuous development. Here we focus on 6 global megatrends and how we meet them. These are absolutely critical for our relationships with our customers and consumers.

TRADE WITH NORWEGIAN PRODUCERS



Overall, we achieved a satisfactory increase in the volume of Norwegian products traded during the pandemic in 2020 and 2021. Availability was generally good, and the value of the products rose. This is attributable to both a high volume and high prices due to cost increases for producers and packaging plants.

LOCAL FOOD: NORWEGIAN

Consumers across the world are increasingly keen to eat local food. Norway is no different. For more than 20 years, BAMA has facilitated the sale of planned Norwegian production. Together with Gartnerhallen's approx. 1,000 producers and our customers, we continually strive to increase the share of Norwegian produce on the market. The aim is to increase the value and volume of Norwegian fruits, berries, vegetables and potatoes.



GOOD NORWEGIAN SEASON, DESPITE THE PANDEMIC

Effective cooperation along the supply chain and growing interest in Norwegian food helped ensure a successful season.

The trend towards local food has accelerated over the past year. We wish to support Norwegian farmers and help them focus on increased production and new products, and enjoy good market access. Together, we are focusing systematically on research, the development of new varieties and marketing. We are also attempting to extend the growing season for certain products. Norwegian produce currently has a 35 per cent market share, and over time Norwegian products have outperformed imported products.

During the Norwegian season from May to October, for example, the market share of Norwegian products is over 80 per cent. The prices paid by BAMA to suppliers have never been higher. Good cooperation throughout the

supply chain has played a vital role in achieving this.

2021 was a good year, despite certain challenges. Most producers had good harvests and Norwegian produce achieved a higher market share than ever before. We substantially increased the Norwegian share for both tomatoes and cucumbers, which are normally supplemented by imports. We now have Norwegian cucumbers on the market through most of the year, thanks to increased winter production in heated greenhouses.

Norwegian apples also did extremely well, with sales figures reaching unprecedented levels. There were delicious Norwegian apples on the market until after the turn of the year, which is unusual.

FEWER BERRIES THAN NORMAL

On the other hand, producers who supply labour-intensive products, like salad leaves, spring cabbage, cauliflower and berries faced challenges. The

enduring pandemic, with its lockdowns and travel restrictions, sharply reduced the availability of migrant labour. Many seasonal workers have a long association with Norwegian agriculture, and growers are totally dependent on their expertise and experience. Many were affected by travel restrictions and inexperienced staff had to be trained. With infection control measures in addition, costs and lead times increased. Major uncertainty as to how long the situation would last only compounded the problems. This led many strawberry producers to throw in the towel, and there were fewer berries on the market than usual. This naturally resulted in higher prices, but the remaining producers did their best and the customers showed themselves very willing to help them out.

Overall, harvests were above average for most products, and products held in storage ensured full warehouses as the winter approached.

If there is anything the past two years have demonstrated, it is that the entire supply chain is made up of skilled and hard-working people. They do their utmost to ensure that the Norwegian season is as good as possible, despite pandemic, uncertainty and restrictions. Challenges have been resolved as and when they have arisen, both when there has been a glut of certain produce or when planned activities have been cancelled due to product shortages. We have created a system that stands rock solid in uncertain times, underpinned by close cooperation and in-depth knowledge.

SHARE OF NORWEGIAN CUCUMBERS HITS A NEW RECORD

Winter production of cucumbers is growing fast.

Thanks to an increase in production in heated greenhouses and significant investments in new lighting technology, people in Norway can buy crisp Norwegian cucumbers all year round. The share of Norwegian-grown cucumbers on the market has never been higher, and the story behind this is a true fairy tale. In the course of two years, the 2017–2018 and 2019–2020 seasons, we went from 7 tonnes a week to 140 tonnes a week. In 2021 as a whole, a total of 11,300 tonnes of cucumber were traded, which is a record.

Norwegian greenhouse technology is at the forefront globally, and we have greenhouse producers nationwide. As many as 29 of them are cucumber growers.



STRAWBERRIES GROWN IN TUNNELS

Andreas Bakken at Grinder Gård in Kirkenær started a pilot project to grow strawberries in heated tunnels

The initiative is part of the “Circular Green Production” project that he runs with support from Grofondet, Innovation Norway and Enova. The project aims to develop a model for circular plant production. By extending the season, Norwegian producers will increase their competitiveness.

Norwegian strawberries make Norwegians’ hearts beat a little faster, and people really prefer Norwegian berries. The aim therefore was to pilot the production of strawberries in heated tunnels, with bio-energy producer Solør Bioenergi supplying the heat. The project took off, and the three tunnels produced a combined total of 7 tonnes of delicious strawberries. We hope for even more in 2022!

AGURKNYTT (CUCUMBER TIME) ENCOURAGED MORE PEOPLE TO TRY NORWEGIAN SEASONAL VEGETABLES.

On point with exciting stories about Norwegian food.

“Cucumber Time” is an established term used for “slow news weeks” in the summer. The concept of publishing stories about Norwegian seasonal produce in a fresh and “tabloid” fashion was once again successful. The digital campaign was presented in two parts. The first part started in June, while the second part was launched in September. Highly varied content posted by Gartnerhallen and BAMA through a variety of channels ensured that the campaign exceeded the benchmark for many parameters. Both Gartnerhallen and BAMA were the broadcasters.

The aim of the campaign was to promote Norwegian in-season produce and inspire increased consumption. The campaigns had the desired effect, contributing to positive value and volume development for the focus products during the campaign



periods. Consumers bought Norwegian fruit and vegetables, and visited BAMA. no to find recipes and information. Our customers diligently promoted the products both in-store and through advertising. Several of our highly skilled producers took part in the films. Professional chef Runa Kvendseth was the campaign’s technical adviser, comedian Øyvind Rafto presented the programmes from the studio, while YouTube star Sander Austad Dale (aka Randulle) made a guest appearance via video link. BAMA sponsees Ingrid Landmark Tandrevold and Caroline Graham Hansen also appeared.

NEW PEELING FACILITY AT LARVIK LØK

Together with Norrek AS, Larvik Løk streamlined its onion production and installed a peeling facility that doubled its output.

Until recently, peeled onions from Norway have been extremely expensive because peeling methods have been too inefficient. This was something Larvik Løk decided to rectify. The company’s facility is now twice as efficient, which has resulted in a significant reduction in costs. Larvik Løk and Norrek have thereby improved their processes and ensured cost-effective Norwegian production of peeled onions.

In addition, locally grown onions of varying sizes are used. These come primarily from Vestfold, Østfold, Toten and Hedmark. While a larger volume of Norwegian onions needs to be grown, the new machines can also peel smaller onions than was previously possible, with a better yield. Many more small onions can therefore be used, which means less food wastage and more locally sourced food.

ENVIRONMENT AND SUSTAINABILITY

In 2015, the UN member states adopted a series of goals for sustainable development in the period leading up to 2030. BAMA works continuously to make its supply chain more sustainable. We aim to be a driver and model business for the green transition. BAMA's sustainability strategy underpins everything we do. It consists of 23 goals to be reached by 2024.



THE MOST SUSTAINABLE PRODUCTS

BAMA aims to use its financial resources to help boost sustainable development in the company, in Norway and in the countries we trade with. We have set ourselves ambitious targets, which means we will become a driving force for the green transition.

The world's population is multiplying, and we need more healthy and sustainable food. Fortunately, there is a strong correlation between a healthy diet and a sustainable diet, with both consisting of a high intake of fruits, vegetables and berries.

BAMA aims to supply Norwegian consumers with an ever greater range of new and tasty varieties. That is why we plan to speed up our rate of innovation and increase the percentage of revenue



deriving from new products launched in the previous three years. Our research and development efforts continuously provide us with new insights and new technologies, which in turn ensure that we constantly renew and improve ourselves to become more sustainable.

35 per cent of what we sell in Norway comes from Norwegian producers, 65 per cent comes from producers abroad. We trade with many different countries, where the political, economic, social and environmental conditions may vary. This requires us to exercise discretion and make decisions in each individual case – without compromising our core values. An important aspect here is to work for improved living and working conditions and protect the environment.

Our main environmental goal is to contribute to reduced food waste along the supply chain. If we are to maintain optimal quality and reduce waste across the supply chain, products must be properly handled and packaged from harvest to consumption.

How we negotiate and trade, pack, transport, produce and deliver to our customers determines how sustainable we are. We want to be a driving force for the green transition in Norway, moving society from an economy based on fossil resources to bioeconomic value creation based on renewable, biological resources. We can succeed in doing so through profitable growth for our customers and shareholders alike.



PRESTIGIOUS PILOT PROJECT COMES TO AN END

Three years after its launch, the “Variety Development for Potatoes in Northern Norway” project came to an end in 2021. The project has made a major contribution to defining the needs for tomorrow’s potato production.



GROFONDET

A number of important actors in the Norwegian agricultural sector (see sidebar), and Grofondet contributed to the project’s funding. Grofondet supports specific projects that help increase the sales value and consumption of Norwegian berries, fruits, vegetables and potatoes. The objective is to increase consumption by 50 per cent and value by 150 per cent by 2030.

This will require nationwide production. It is also important to research varieties that are adapted to the climate and natural light conditions that are peculiar to Northern Norway, and thereby influence production in that region.



The northern climate is challenging for potatoes, and varieties that are destined to be grown in the north must tolerate low temperatures and regular rainfall. In addition, the varieties should germinate quickly, have good root systems, stop growing at the right time and be resistant to pests and disease. The potatoes should also look nice, have the right taste and texture, and produce abundant harvests.

PARTNERS:

- › Grundnes gård
- › Graminor
- › NIBIO Holt in Tromsø
- › Tromspotet AS
- › Art Nor AS
- › NLR Nord Norge
- › Norgro
- › Strand Unikorn



PLASTIC CONSUMPTION REDUCED BY 178 TONNES A YEAR

New mushroom cartons substantially cut the amount of plastic used and make the customer’s life easier.

The new carton solution keeps the mushrooms better and therefore reduces food waste. 70 per cent of the cardboard is recycled; it is FSC certified, renewable

and the material is further recyclable. Mushroom cartons made of cardboard rather than plastic reduce their environmental footprint by 56 per cent.

For our customers, this makes waste management easier and helps keep their premises tidier. The cartons themselves also look good on the shelf and are appealing to shoppers. Work started in the autumn of 2019 and the first cartons went onto the market in March 2021. Mushrooms are difficult to package, so we tested a variety of materials and designs before we found a good solution. Now that we have completed the project, we can feel good about the tonnes of plastic saved.



MORE ECO-FRIENDLY TRANSPORT FLEET

Transporting goods from producer to packaging plants or from terminal to customer requires a transport fleet that is punctual and reliable, and has as small environmental footprint as possible.

A large part of BAMA's operations involves the distribution of fruit and vegetables from field to fork. Transport is a source of greenhouse gas emissions. BAMA is working systematically to increase its transport capacity utilisation and transfer more volume from road to rail and short-sea solutions.

We wish to be a driving force to increase the frequency of existing solutions with respect to ports and shipping lines, and encourage the establishment of new transport routes, particularly for distribution from Stavanger going north. The "Business for Climate" partnership means that BAMA and other member organisations help Oslo to meet its goal of being the world's first zero-emission metropolis by 2030.

PREPARED FOR THE NEW TRANSPARENCY ACT

Norway's new Transparency Act goes into force in July 2022.

BAMA purchases goods from more than 80 countries on all continents. Conditions vary and it is important for us to engage with and follow up our suppliers on a risk-based basis. BAMA has therefore compiled an overview of all the products we sell and the countries they originate from. Based on well-reputed public sources, we have established a checklist of four environmental and four social risks, which we use as a basis

for prioritising and performing due diligence on our suppliers.



FOOD WASTAGE CUT BY 40 PER CENT FROM 2016 TO 2021

BAMA has pledged to halve food wastage by 2030. We now expect to reach the target 5 years ahead of schedule.

MATSENTRALEN (NORWEGIAN FOOD BANKS)

BAMA has an agreement with the non-profit organisation Matsentralen (Norwegian Food Banks) to deliver food to those most in need. In 2021, the "Norwegian Food Banks Primary" scheme was established. As a result, the proportion of fruit and vegetables available for distribution by Norwegian Food Banks rose from 23 per cent to 28 per cent. Over 600 tonnes were collected from BAMA. This corresponds to 15 per cent of Norwegian Food Banks' deliveries.

HEALTHY DIETS AND LIFESTYLES

More and more Norwegians are keen to eat healthy and keep fit. BAMA strives for better public health and the early establishment of good eating habits. Through our sponsorships, social media presence and various projects, we inspire children, teens and their parents. Our goal is to get more people reaching the target of 5-a-day.



NORWEGIANS GET CLOSER TO 5-A-DAY THAN THEIR SCANDINAVIAN NEIGHBOURS

On average, Norwegians eat 3.2 portions of fruit and vegetables every day.



This is shown in the figures from the annual "5 a day Europe" survey carried out by Kantar for the Norwegian Fruit and Vegetables Marketing Board (OFG). While Norwegians eat an average of 3.2 portions a day, Swedes and Danes eat 2.6 and 2.5 portions respectively. The survey covers Scandinavia and selected other European countries. BAMA's goal is for Norwegians to reach 5-a-day.

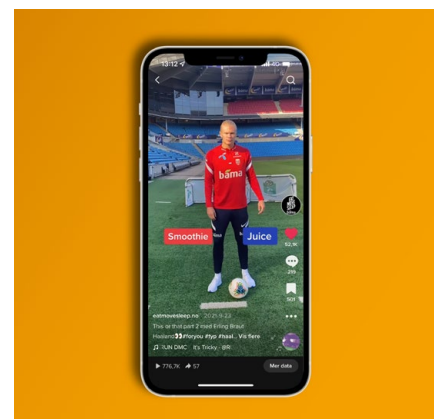
CONSUMERS ASSOCIATE 5-A-DAY WITH BAMA

A star-studded campaign leaves no doubt.

Since the 1990s, BAMA has communicated the important message of 5-a-day. The autumn saw the launch of new campaigns with stars both in front of and behind the camera, in the form of footballer Erling Braut Haaland and film director Harald Zwart.

Although it is a long time since we introduced this message to Norway, most people still associate BAMA with 5-a-day. There is little confusion with other brands.

Most people understand what the 5-a-day message entails. Nevertheless, this message is more topical than ever, in terms of both health and sustainability.



EAT MOVE SLEEP TOOK OFF ON TIKTOK

At the close of the year, the scheme had 30,000 followers.

TikTok has become a global phenomenon and is particularly popular with children and young people – the main target group for Eat Move Sleep. The account's objective is to spread the message about healthy food, physical activity and getting enough sleep – in a way that children and young people can relate to. The sponsorship team hit the bullseye, with invaluable help from sponsees such as Ingrid Landmark Tandrevold, Martin Ødegaard, Erling Braut Haaland and Caroline Graham Hansen. They have shared intriguing glimpses from their daily lives and training, delighting budding sports stars with big dreams.

The most watched video in 2021 was viewed 775,000 times and was a "This or That" with Erling Braut Haaland. In the video, two alternatives (e.g. an apple or a banana) popped up over two football goals. Haaland kicked the ball into the goal of his favourite fruit, allowing us to get to know him in a slightly different way.

BAMA'S FLOWER BUSINESS IS FLOURISHING

Another year of working from home ensured strong growth.

This applies to both pot plants and cut flowers that ensure a pleasant living space. 2021 continued where 2020 left off. And with life lived entirely under

one roof, many people wanted to make their environment particularly cosy. Hopefully, flowers of all colours made people feel better in a tough period.

Naturally enough, sales of flowers typically given as gifts (bouquets, roses, etc.) were slightly weaker. There were few parties and celebrations due to the

various lockdowns, and people cut back on visits to friends and family.



MULTIPLE INITIATIVES AFFECTED BY THE PANDEMIC

BAMA aims to help improve public health. To bring us closer to this goal, the Group partners with a number of different organisations. In 2021, we were once again forced to adapt, and in some cases downscale activities as a result of the pandemic.



CANCELLED EVENTS

Once again, a number of events were held digitally in 2021. This created a good atmosphere and plenty of engagement.

The knowledge and inspiration concept Eat Move Sleep was launched by BAMA and the Norwegian Football Association in partnership with Eat in 2016. The goal is to help improve public health by informing children, young people and their parents about the importance of a healthy diet, exercise and getting enough sleep.

Numerous football tournaments, as well as alpine and cross-country skiing festivals, were cancelled in 2021 as a result of the

pandemic. These events usually attract some 60,000 participants in total. Instead, activity skyrocketed on social media like Facebook, Instagram and TikTok. This latter has been a huge success for EatMoveSleep.

BAMA sponsors a number of Norway's leading sportsmen and women, such as Ingrid Landmark Tandrevold, Tarjei Bø, Caroline Graham Hansen, Martin Ødegaard and Jarl Magnus Riiber, who promote the Eat Move Sleep message. They took part in a number of digital events, both internally and externally, to spotlight exercise and diet during the pandemic.

JOBBFRUKT

The market for workplace fruit baskets bounced back to some extent in 2021.

Jobbfrukt is a nationwide concept that supplies fruit baskets to business premises. Over 70 local companies employ people in need of supported employment, and BAMA is a partner. Each week, more than 500 people are engaged in packing and distribution. The market slumped by almost 80 per cent in 2020, but customers returned in 2021.

Extensive working from home arrangements meant that the volume in 2021 was almost 50 per cent below 2019 (a normal year). By subscribing to Jobbfrukt,

customers can enjoy a nice fruit break during the working day, while supporting valuable local jobs.

IDRETTSFRUKT (SPORTS FRUIT)

Sales fell in 2021.

Due to the cancellation of tournaments and events, as well as fewer training sessions, BAMA offers all sports clubs belonging to the Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF) a 60 per cent discount on fruit, vegetables, Bendit products and juice purchased at REMA 1000 or any of NorgesGruppen's retail outlets.



KRISTIANSAND ZOO AND AMUSEMENT PARK

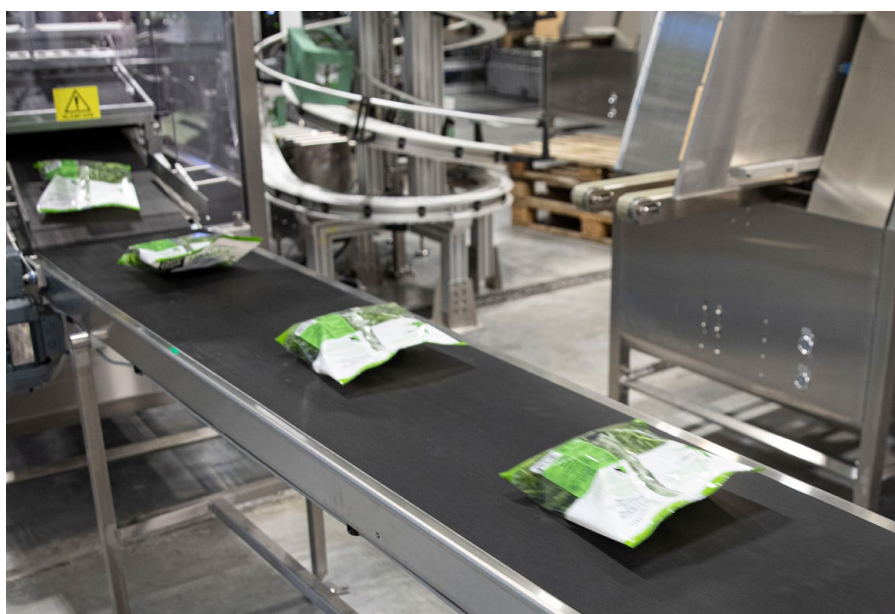
The park was EAT MOVE SLEEP's first official non-sports partner.

There is a children's play area in the middle of the zoo with facilities including a climbing wall. This was closed in accordance with the prevailing infection prevention rules. We therefore turned our attention to Drivhuset restaurant, which is located in the same area. The restaurant serves a range of fresh, plant-based dishes.



DIGITALISATION

New technology, changing buying habits and an almost entirely digital working life; this is the reality after two years of pandemic. An important objective, therefore, is increased efficiency in order to create added value for customers, partners and society at large. BAMA is investing heavily in further digitalisation. Its IT strategy for the period 2020–2024 aims to increase efficiency in all stages in the supply chain.



ABOUT PROJECT RAPID

- › This organisational development project is supported by the Enterprise Resource Planning (ERP) system and the Manufacturing Execution System (MES).
- › Incoming produce and packaging are part of the ERP system, while MES is the link between production and ERP.
- › Stock levels are updated dynamically every minute, which makes records even more accurate at all stages.
- › The system prompts the purchase of produce and packaging, based on sales forecasts and inventories. The same applies to production orders.
- › Once the system has started, produce and packaging to be used in production are scanned in.

FURTHER ROLLOUT OF PROJECT RAPID

The result is fresher goods and more cost-effective production.

The project was a success thanks to skilled employees and good in-house collaboration. All of BAMA Industri's departments will soon be managing sales, procurement, production, quality and logistics electronically. The company develops and produces fresh processed products for the HoReCa, supermarket and convenience retail sectors. The new systems will significantly automate and simplify the production processes.

Work on the project commenced in 2018, and the first rollout was to the potato factory in Moss in 2020. Despite

the pandemic, the project continued unabated in 2021, with the next rollout to the vegetable department, located in the aptly named Fruktveien (Fruit Road) in Lier, near Drammen. Thanks to skilled and dedicated employees and a fantastic collaboration across the organisation, this exceeded all expectations. All BAMA Industri departments were involved, in addition to finance, IT and other departments at BAMA Gruppen.

The department in Mjøndalen is currently being prepared for the rollout. At the same time, work is underway to roll out the system in connection with the planned relocation of the production department in Lierstranda, administration and BAMA's flower business to the huge new facility in Tranby, Lier, in 2022.

“TORGET” OPENED FOR BUSINESS

To meet the market's changing requirements, we brought forward the restructuring and remodelling of BAMA Storkjøkken's central warehouse.

The pandemic hit the HoReCa segment hard. There were few opportunities for in-person get-togethers, either business meetings or private gatherings, which has led to lasting changes in the market.

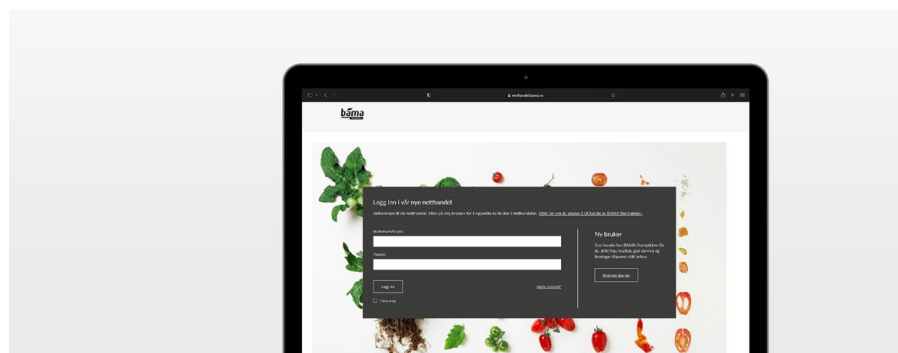
To be more efficient and competitive going forward, BAMA's HoReCa business, BAMA Storkjøkken, remodelled its central warehouse at Nyland Syd in Oslo. The new warehouse, which is now called “Torget” (the Market), handles low-volume products, while higher volume goods are handled locally. This also applies to local Norwegian products. By centralising specialities at “Torget”, stock can be rotated faster and customers receive fresher goods. Morel mushrooms from Asia, white truffles from



Alba, watermelon radishes, black limes and bergamot are purchased at the legendary markets in Verona and Rungis. These are just some examples of amazing products that are dispatched from “Torget” to the delight of even more customers.

In addition to “Torget” taking over the function of the old central warehouse,

customer service was also centralised. This contributed substantially to a more efficient operating model. The changes will boost efficiency throughout the supply chain, help reduce wastage and ensure even fresher produce and a broader range of products nationwide.



BOOM IN ONLINE SALES

The sharp increase in online sales meant that we have brought forward our efforts to update and improve our eCommerce solution's functionality.

At the same time as the new BAMA website, which went live in 2020, was being developed, several major upgrades were implemented in BAMA Storkjøkken's eCommerce solution. This work was hastened by pandemic-related challenges which, in addition to demanding efficient eCommerce solutions, also created a greater need for information.

The new solution functions in many ways as a combined online store and information platform, providing a clear overview

of orders, deadlines, inventory, deliveries and product availability. Everything is tracked and non-conformances reported to a solutions-oriented and efficient customer service centre.

The eCommerce solution is segmented at the business, department and chain level. This enables us to target our message and have a customised product focus. This function was extremely important during the pandemic, given the many different restrictions implemented in response to the varying level of infection around the country.

MAINTAIN QUALITY WITH THE HELP OF MACHINE LEARNING

The terminal at Nyland Syd receives approx. 2,000 pallets of goods every day. A quality prediction tool is therefore vital.

We have built our own machine learning model, whose task is to predict the quality of all the goods arriving at the Nyland Syd terminal in Oslo.

Historic data forms the basis for these assessments. For example, the machine looks at product categories and goods that have previously received complaints. It also uses information about country of origin, producer, sell-by date, production date and transporter, etc. The model is additionally fed with temperature information taken during transport, via sensors in the lorries. Colour coding is also used for classification purposes. The colours depend on the likelihood that the goods on the pallet are bad.

SIMPLE PREPARATION AND FOOD ON THE GO

There is a great deal of interest in local, healthy, plant-based food – often combined with ease of preparation or portability. BAMA Industry processes salads, potatoes, fruit and vegetables for a constantly expanding market. Making healthy, plant-based meals after a busy day should be quick and easy.



PREPARING TO MOVE INTO NEW PREMISES AT TRANBY

The facility will be home to BAMA Industry and BAMA's flower business.

In 2021, relocation and planning were high on the agenda. Groundwork at the Tranby facility started in August 2020, and the building is scheduled for completion by the end of 2022. The new building is being constructed to strict environmental requirements and will qualify for certification to the BREEAM standard. Covering 23,700 m², there will be plenty of space for the 450-strong workforce.

PROCESSING AND FAST MEAL SOLUTIONS

BAMA Industri has processed, salads, fruit and vegetables at two plants in Lierstranda since 1996. The business's administration has also been located at the same site. In addition, the company also has a potato processing plant in Moss as well as four other facilities: in Oslo, Bergen, Trondheim and Tromsø. Salad meals, wraps and sandwiches are among the products produced here. BAMA Industry's Nordic Lunch produces popular fresh meal solutions and sandwich products for customers in the supermarket and convenience retail sectors.

STRONG GROWTH

Production and administration at Lierstranda will relocate to Tranby in the spring/summer of 2022. BAMA Industry has enjoyed several years of significant growth and has been short of space for some time. Fresh and healthy food and snacks are product categories currently enjoying strong growth. In addition, people are increasingly focusing on health, sustainability and locally grown food.

Production capacity at Tranby will more than double, and there will also be enough space for further innovation and development. In addition, its location is optimal – the facility is close to the important market gardening community in Lier and surrounding districts.



Around half of the products processed at Lierstranda up until now come from Norway. The Norwegian season runs from May to October, when more than 90 per cent of the produce processed is grown locally. This means less transport and fresher products.

RAPID GROWTH

Up until the start of 2022, BAMA's flowers business occupied premises in Asker, Mjøndalen and Stokke. They too are on their way to Tranby. Norwegians buy a lot of flowers and have bought even more during the pandemic. BAMA's flowers business delivers to supermarkets and convenience stores throughout Norway. In addition, consumers have also been able to buy from specialist florists, which makes fresh flowers very easily accessible.

BAMA's flowers business trades directly with suppliers in Norway and abroad, as well as producing bouquets and flower arrangements. We offer a wide range of products in an expanding category that meets consumers' wishes and needs during all seasons of the year.



VEGETARIAN

The number of vegetarians, vegans and flexitarians (people who eat mostly plant-based food, but sometimes also meat, fish and eggs) is growing steadily. Greener and more eco-friendly diets are becoming increasingly important for many people, and this trend is influencing shopping habits and eating patterns. A good selection of tasty, plant-based meal solutions, which are easy to prepare, can inspire consumers to eat more plant-based food.

CALL FOR GREENER DINNER PLATES

BAMA wants to supply tasty, plant-based meal solutions.

We have therefore produced healthier, ready-to-eat food for many years. A growing range of salad mixes and different types of riced vegetables, which can replace white rice and pasta, have found their way onto supermarket shelves. The objective is greener dinner plates, in keeping with the health authorities' dietary recommendations. In addition, the products must be quick to prepare and taste fresh and delicious.

The green message is communicated across all our digital channels. At BAMA, no, there is a wide-ranging and exciting archive of recipes to suit most people. The objective is to make people more aware of how they can quickly and easily make the day's meals greener.



One element in this endeavour is "Grønne Folk" (Green People). "Grønne Folk" make plant-based ready-to-eat dishes out of non standard size vegetables,

completely free of additives and seasoned with herbs and spices. Celery or beat burgers, vegetable bolognaise and hummus are examples from their range.



GREEN NOVEMBER

This campaign aimed to inspire people to eat greener in the runup to Christmas.

BAMA is working for better public health. One of our most important tasks is to inspire people to eat varied and healthy, and – not least – to challenge established habits and break down barriers. The "Green November" campaign aimed to inspire people to eat greener in the runup to Christmas, with

exciting and simple versions of dishes people already know well. It was also important to remind people that vegetarian food was not simply for "full-time vegetarians". With tasty recipe carousels, mouth-watering photos and engagingly written posts, we went all in for a green November in social media, such as Facebook, Snapchat and Instagram.

SECTION 3 IMPORTANT EVENTS

A number of exciting things happened at BAMA during the year. Here are just a few of them.

NOVEMBER

ONION PRODUCER KNUT MOE WAS NAMED "SUPPLIER OF THE YEAR"

The award was presented at the Gartnerhallen Convention held at Gardermoen, just outside Oslo.



OCTOBER



NORWEGIANS ARE SCANDINAVIAN CHAMPIONS FOR 5-A-DAY

The Norwegian Fruit and Vegetables Marketing Board (OFG) presented the "5 a day" survey, with Norway leading the Scandinavian countries with 3.2 portions of fruit and vegetables a day. This is a slight increase on 2020.

OCTOBER



EIGHTH PLACE ON THE IPSOS REPUTATION SURVEY

As many as 74 per cent of respondents said they have a very or fairly good impression of BAMA. Reputation is the overall impression people have of the company's performance in the categories environmental awareness, advertising and information, corporate social responsibility and ethics, as well as financial strength and profitability.

DECEMBER



SHARP RISE IN POTATO CONSUMPTION

The Norwegian Directorate of Health's report "Developments in the Norwegian Diet 2021" shows that we each eat 21.4 kg of potatoes a year. This is an increase of more than 6 kg per person compared with 2020 (15.3 kg).

DECEMBER

AVOCADO PACKAGING WON THE WORLDSTAR AWARD

This innovative plastic-free packaging had previously received the Scandinavian Scan Star packaging award, allowing it to enter the World Star competition, which it also took home.



MARCH

EL CIRUELO WAS NAMED SUPPLIER OF THE YEAR

The company is located in Spain. BAMA has presented its Supplier of the Year award in Berlin since 2011. However, the event was held digitally in 2021.



MAY



BAMA IS IN THE TOP TEN FOR SUSTAINABILITY

The Sustainable Brand Index (SBI) measures how sustainable various brands are perceived to be by consumers. BAMA came in tenth place in the SBI Norway ranking.

JUNE

BAMA PRESERVATION WAS ESTABLISHED

BAMA and Antigrade each own 50 per cent of the company. Antigrade is a technology developed in Northern Norway that increases the shelf-life of fresh food and is an important contributor in the struggle to combat food waste. It was tested in 2021 and the objective is to put it into operation in 2022.



SEPTEMBER

NORWAY ON THE PODIUM AT THE BOCUSE D'OR

Christian André Pettersen and the rest of Team Norway, consisting of commis chef Even S. Sørnum and coach Geir Skeie, with Tom Victor Gausdal as team president, achieved an impressive third place in this year's Bocuse d'Or competition. BAMA sponsors the competitors through its collaboration with the non-profit Norwegian Gastronomy Foundation.



SEPTEMBER:

AVOCADO PACKAGING WON A SCAN STAR AWARD

ScanStar is an annual Nordic packaging competition organised by the Scandinavian Packaging Association (SPA). The winning packaging is plastic-free, patented and developed by BAMA Packaging. The solution increases the shelf-life of avocados, is 100 per cent renewable and saves the environment an annual 37.7 tonnes of plastic waste. In addition, it is optimised to exploit transport loading capacity and look as appealing as possible in-store.

SEPTEMBER:

PETRA AXDORFF TOOK OVER AS CEO

After 27 years at the helm, Rune Flaen decided to step down as CEO. Petra Axdorff, who has senior executive experience in the European as well as Nordic retail and supermarket sectors, took over as CEO on 15 September.



DIFFICULT YEAR FOR BAMA HORECA

The continuation of the pandemic made 2021 another tough year. However, customers have returned, and the company is once again thriving.



It was a particularly difficult period for hotels, restaurants and cafes (HoReCa), with few foreign tourists coming to Norway in 2021. Deliveries to hospitals, nursing homes and other public-sector organisations continued with a limited range.

Sales of Jobbfrukt (workplace fruit baskets) picked up slightly compared with 2020, but were still down on a normal year, e.g. 2019.

There were major fluctuations in weekly sales, as our ten HoReCa divisions were hit by local lockdowns.

Comprehensive lockdowns characterised the first half of 2021. This had a major impact on towns and cities, where the level of infection was high.

Many companies and parts of the service sector were forced to shutter their operations, and people spent a lot of time at home. In the late spring and through the summer, the vaccination rate increased, which gave us hope for a return to a more normal existence in the near future. At 4pm on 25 September, Norway's lockdown restrictions were lifted, and we could celebrate a return to normality, although some infection prevention measures remained in place throughout December.

WORKING FOR FUTURE RECRUITMENT

The repeated lockdowns have led many people to abandon a career in the restaurant business, and many migrant workers have returned home. Future recruitment is a major cause for concern, particularly with regard to professional

chefs. BAMA HoReCa and the Norwegian Chefs' Association (NKL) have worked closely for many years, in part to promote recruitment to the industry. This collaboration enables BAMA HoReCa to use some of Norway's best chefs in both product development and in various marketing concepts. BAMA HoReCa also delivers fruit, vegetables, game and seafood to the Norwegian Culinary Team's practice sessions and competitions. In recent years both the junior and senior teams have trained at the Norwegian Culinary Teams' kitchen at Nyland Syd. To ensure the best possible practice facilities leading up to major championships, we have made several upgrades to the kitchen in recent years, with NKL contributing its knowledge and experience.

BAMA Gruppen is also the main sponsor of the Norwegian Gastronomy Foundation – formerly Bocuse d'Or Norway. The Foundation's activities promote the culinary profession, the leadership role in the profession and knowledge of artisanal food. It is important that the Foundation and Norwegian chefs continue the positive trend and help increase people's love of food and interest in high-quality Norwegian ingredients. BAMA wishes to help raise the industry and profession's visibility and reputation even further.

RESTRUCTURING AND NEW GROWTH

BAMA HoReCa has been considering restructuring for some time. As a consequence of the drop in sales revenue in 2020 and 2021, this was implemented earlier than planned. The remodelled "Torget" (the new central warehouse) was fully operational by the autumn of 2021, along with a centralised customer service function. These are important measures if we are to remain efficient and competitive in the future. Customers have now returned, and the company is once again thriving.

SECTION 4

INTERNATIONAL TRADE

BAMA is a major player – not just in Norway, but in many local communities in various parts of the world. We have 260 producers spread across 5 continents who supply us with fruit, vegetables and berries.

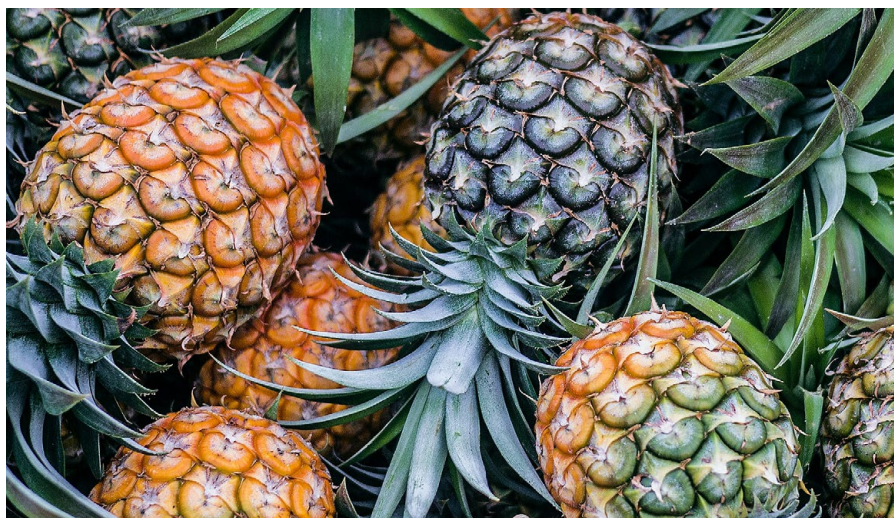


A YEAR OF INNOVATION AND DEVELOPMENT IN THE SUPPLY CHAIN

BAMA has always worked to maintain good and foreseeable relationships with its suppliers. Such relationships are worth their weight in gold in challenging times, and an important reason why we were able to meet our delivery commitments in 2021. At the same time, we experienced numerous challenges that made us speed up our innovation endeavours. The past few years have shown us that we are able to quickly turn around and find new solutions.

All in all, 2021 was a good year. We supplied fresh fruit and vegetables from a number of exciting sources to our customers. It also became clear that the pandemic would continue through 2021 and affect supplies, due to varying and uncertain demand on the Continent. This in turn led to volatile prices.

Significant increases in costs, particularly for packaging, overseas shipping and energy, as well as successive waves of infection around the world, characterised 2021. Lockdowns, infection prevention, restrictions and a high sickness absence rate caused problems in the supply chain and affected supplies of several different products. There were also capacity limita-



tions on ships and in ports, with shipping containers also occasionally hard to come by. All this challenged our delivery accuracy, but we found good solutions to offset delays and congestion issues.

As a result of the challenges we experienced with certain suppliers, we sourced new suppliers and countries of origin. We have an unwavering requirement with respect to quality and ethics, which made this work time-consuming. Innovation in the supply chain is important and necessary if we are to remain a leading enterprise in the field of fruit, vegetables and fresh products.

A high tempo and many different challenges that must be resolved at the same time mean that we must focus especially hard on ethics. We demand the same from both old and new suppliers, and work to create an understanding of our values, social and environmental requirements, and standards with respect to quality, food safety and traceability, for example. With 260 producers on 5 continents, ethical trading is a cornerstone of BAMA's business model and presence in the international market. This involves a strong commitment to promoting sustainability and good working conditions in the countries we trade with, and ensuring transparency along our entire supply chain. Any non-conformances with our requirements are resolved through dialogue and a process-oriented approach.

We have many experienced and highly skilled employees with many years of service in the company, and are nimble enough to make rapid changes. The unique collaboration we have in our supply chain is also an important reason that 2021 was a good year.

There were few opportunities for in-person get-togethers in 2021, which also affected our operations. However, we were able to maintain close and effective contacts by means of digital platforms. The result of this work is mutual respect and loyalty.





CLEMENTINES ALL YEAR ROUND

People in Norway eat such a lot of clementines that this has become an important product category for BAMA.

Eating clementines used to be a Christmas tradition and were only available in November and December. However, thanks to a long-term effort to find additional sources, they can now be found in fruit counters all year round.

All the different sources supply good quality, and people in Norway enjoy clementines both summer and winter. They are grown in both the northern and southern hemispheres throughout the year.



CHALLENGING START FOR SEVERAL VARIETIES

Heavy rains at the start of the year required a response.

This applied particularly to sweet peppers and produce cultivated outdoors in Spain. South Africa also experienced unusually heavy rainfalls, which created quality issues for grapes. Sorting was therefore initiated. The same happened to strawberries originating from Spain, which also prompted sorting to be initiated. Increased sorting ensures that we make use of a larger proportion of the produce, which is good for our ability to deliver and our long-term cost level.



INNOVATIONS DURING THE PANDEMIC

Problems with maize deliveries forced us to take action. In addition, some import-ed apples were given new packaging.

We established many new supplier relationships in 2021. For many years, we have sourced maize from a single supplier in Thailand, a country which went into complete national lockdown during the pandemic. In this case, several potential suppliers from various other countries emerged, which we will continue to work with going forward.

Pink Lady is a very popular variety of apple, which we pack ourselves at our packing plant in Lier, near Drammen, during the summer season. In 2021, six-pack and two-pack products switched

to 100 per cent wood-fibre packaging. The two-pack size is unique to Norway and is part of a pilot project we have underway with Pink Lady Europe. It is perfect for small households or those who want fruit to eat on the go. We also use the same packaging material for six-packs of Pink Lady, Ambrosia and Granny Smith apples.

The material used is cardboard made from certified Nordic forests, which is stronger and more robust. This means it can be thinner, thereby reducing material consumption. The solution won the industry award WorldStar 2022 and a bronze award in the special category "Sustainability".

NORWEGIANS LOVE AUTUMN CRISP

The aim is for this crisp, green grape to be available all year round.

To achieve that, we source from several continents. In 2021, more of this variety was planted in Spain, South Africa and Brazil, which means that more Autumn Crisp grapes are growing plump and juicy in all our supplier countries. Hopefully, this will considerably extend the 2022 season.

Autumn Crisp arrived on the Norwegian market in 2017 and quickly became a favourite. At that time, the grape was a rare jewel that was only available from August to mid-October. But it made a deep impression, with its crunchy texture and sweet, slightly nutmeggy taste. Consumers couldn't get enough of Autumn Crisp, which resulted in extraordinary sales figures. We are delighted to be able to further extend the season and look forward to seeing the result of our efforts.

**NATURE'S PRIDE OPERATIONAL IN NEW TERMINAL BUILDING**

Moved in at the beginning of 2022.

The new terminal building covers 21,000 m² and is located in Honderdland in Maasdijk, near Rotterdam in the Netherlands. Nature's Pride has been awarded a "BREEAM Excellent" certificate for its existing terminal building. The sustainability goal for the new project is certification as "BREEAM-NL Outstanding".

This means that the areas where the products are packed, as well as the cold stores and ripening halls, must be heated and cooled in a sustainable manner. The residual heat generated by the refrigeration systems is regulated by a special climate control system, while solar panels meet a considerable proportion of the terminal's energy needs.

BAMA'S INTERNATIONAL BUSINESS

The Group comprises wholly and partly owned companies in Poland, the Netherlands, Sweden and Finland. These include Nature's Pride, Xpol, Artic Spòlkâ and BAMA Nordic.

Nature's Pride, which was established in 2001, is located in the Netherlands. The company is one of the leading suppliers of exotic fruits and berries, and the largest avocado supplier, in the European market. It has been ripening mangos and avocados since 2005. BAMA currently owns 99 per cent of the company.

Xpol B.V. is located in the Netherlands and delivers fresh flowers, mainly from Africa. However, purchases from Europe have become increasingly important, as consumers demand more locally grown produce.

Artic Spòlkâ in Poland focuses on the sale and delivery of mushrooms, blueberries and apples. The company was established in 1998 and was incorporated into BAMA's international corporate structure in 2005.

BAMA Nordic comprises BAMA Foods AB and BAMA Fresh Cuts AB, and BAMA Fresh Cuts OY, among others. BAMA Foods sells convenience products specially adapted for sale in convenience stores and other retail outlets. BAMA Fresh Cuts in Sweden and Finland process fresh vegetables. They produce mainly for their domestic markets, but also sell to customers in Denmark, Germany and the Baltic region.

SECTION 5

CORPORATE GOVERNANCE

BAMA Gruppen AS is a leading company and a trend-setting enterprise for fresh and freshly processed fruit, vegetables, potatoes and flowers in Norway and the rest of Europe. The company operates in a global market, which entails a significant responsibility in terms of food safety and corporate social responsibility. Effective corporate governance shall contribute to increased growth, value creation and a good reputation.



CORPORATE GOVERNANCE

In accordance with the Norwegian Limited Liability Companies Act, the company's Board is responsible for ensuring that the company's business and administration are properly organised. BAMA Gruppen AS is run as an autonomous and independent company. It has a group structure under which the respective business areas are constituted as independent limited companies, whose own boards of directors have corresponding responsibility for each one.

CORE VALUES

BAMA Gruppen AS demands honesty and fairness in all matters relating to its business activities. In their conduct, all staff and representatives at all group companies must promote the company's core values, comply with applicable regulations and legislation at all times and perform their work in accordance with good business practice. The BAMA Group's ethical guidelines can be viewed on bama.no.

BUSINESS OPERATIONS

BAMA Gruppen's Articles of Association establish that the company's objectives are to engage in trading, industrial and investment business, and other related activities, including participating in other companies.

BAMA's vision – "A healthier and fresher future" – gives clear guidance on the company's social role, decisions and conduct. The company's business concept is to create responsible, green growth through fresh and healthy products, based on cooperation along the entire supply chain.

SHARE CAPITAL AND DIVIDENDS

At the close of 2021, the Group's equity totalled MNOK 1,980.6, which corresponds to an equity ratio of 25.8 per cent.

The Board has proposed the distribution of a dividend for the 2021 financial year in line with the Group's finance policy, which stipulates a market-based return on invested capital for the shareholders.

SHAREHOLDERS

BAMA Gruppen AS has three external shareholders: NorgesGruppen ASA (45.55%), Banan II AS (33.66%) and Rema Industrier AS (19.8%). In addition, the company owns three treasury shares. The company's share capital comprises 303 shares each with a nominal value of NOK 3,000.

There is one share category, and each share carries one vote.

TRADABILITY

The company's Articles of Association and shareholder agreement contain provisions on the tradability of the shares.

GENERAL MEETING

The Annual General Meeting is held once a year by the end of June. Notice of the general meeting, the notice's contents and publication of the agenda documents comply with the requirements laid down by the Norwegian Limited Liability Companies Act and the rules of procedure for general meetings.

CORPORATE ASSEMBLY AND BOARD OF DIRECTORS

The Board comprises eight members who are elected for a term of two years. The general meeting elects the Board Chair. There are three employee representatives on the Board. No representatives of Group Management serve on the Board of Directors. The owners exercise their influence through the Board and at the general meeting. The Board's tasks and duties are regulated in its rules of procedure, which also prescribe how matters of a competition-sensitive nature relating

to the company's customers should be handled. Eight board meetings were held in 2021.

In accordance with an agreement entered into with employee representative bodies, BAMA Gruppen AS has no corporate assembly.

RISK MANAGEMENT AND INTERNAL CONTROL

The company adopts a proactive approach to risk management, in which significant responsibility is delegated downwards through the organisation in line with the Group's core values. The Group's risk management is overseen centrally by a corporate staff function, which monitors the various risk areas in the Group and implements ad hoc measures.

Corporate governance complies with the Norwegian Code of Practice from October 2021, where such is expedient with respect to the company's operations.

2021 ANNUAL REPORT

NATURE AND LOCATION OF BUSINESS

The Group sells fresh fruits, berries, vegetables and potatoes, processed vegetable products, flowers and other products with a limited shelf-life, and aims to be a leading opinion leader in the area of responsible green growth. The Group is headquartered in Oslo and has divisions and subsidiaries throughout Norway. The Group also has business operations in Sweden, Finland, the Netherlands and Poland.

MARKET INSIGHT, DEVELOPMENT, RESEARCH AND INNOVATION

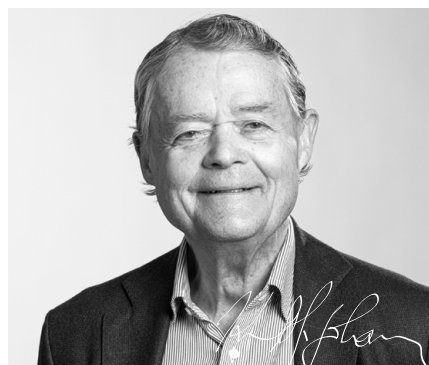
BAMA is the Norwegian market leader within fruit and vegetables. We also have a strong European presence. Consumers across Europe are keen to adopt a healthy lifestyle. Nevertheless, people in Norway eat on average 3.2 of the recommended 5-a-day. In Sweden, that figure is 2.6, in Finland 3.5 and in the Netherlands 2.9. Few people get enough exercise, and many have difficulty sleeping. BAMA wishes to help consumers increase their intake of plant-based nutrition to

secure a healthier and more eco-friendly lifestyle. We do so through a high rate of innovation, continuous improvements to ensure cost-effective operations, close ongoing collaboration with over one thousand producers and suppliers in Norway and abroad, and inspiration and awareness-raising concepts such as the "EatMoveSleep" and "5-a-day" campaigns, as well as partnerships with grassroots sporting associations and professional chefs in Norway.

BAMA has strong connections with planned Norwegian production and we wish to inspire Norwegian consumers to choose more Norwegian and locally produced food. BAMA works with innovative and skilled producers as well as an increasing number of national and international research environments. Through a series of research and innovation projects, we will help bring new, tasty, attractive varieties and products to the market. BAMA will continue to be a leader in developing and purchasing fresh, high-quality products in increasingly eco-smart packaging.

We will use as little plastic as possible, but as much as is necessary to prevent food wastage. We need new insights to reach our goals, and BAMA has three innovation projects underway, which are supported by the Norwegian Research Council. The plan is to develop a testing system for packaging and document whether a product needs packaging, in which case whether the packaging can be made of cardboard or must be plastic. We are also participating in one project aiming to develop recyclable, food-safe plastic materials, and another aiming to create non-plastic, wood-fibre packaging. BAMA Packaging's innovative work on wood-fibre packaging has already given us several good solutions that have enabled a lot of plastic to be avoided.

BAMA will always depend on continuous product and efficiency improvements. This requires extremely effective and well adapted information systems, and the Group has invested heavily in new ERP solutions in 2021. This work will continue in the year ahead. In addition, the Group





is investing heavily in new production facilities to increase the efficiency of its processes and improve the quality of the goods flow. Overall, this will help to boost the Group's competitiveness in our markets.

ENVIRONMENTAL AND ETHICAL REPORTING

BAMA takes responsibility for the entire supply chain, and is a driver for more sustainable development. We set sustainability standards for all our suppliers, both in Norway and abroad, and have a clear sustainability strategy for responsible green growth. In 2021, we have prepared our organisation for the introduction of the Norwegian Transparency Act's requirements with respect to supplier due diligence. We have developed a checklist for risk assessments in the countries we buy from, performed due diligence assessments and started the process of applying sustainability indicators for continuous improvements relating to environmental and social factors in the supply chain. BAMA is a member of Ethical Trading Initiative Norway (IEH) and produces an annual report on the company's sustainable business practices in accordance with the IEH's standards.

Climate change is increasing the risk of quality products, both globally and locally, having reduced availability. BAMA is therefore working with suppliers to diversify risk in order to meet, as far as possible, demand for the products we deliver in Norway and our other markets. We prioritise long-term agreements and good relationships with our producers across the globe and have found that we have been prioritised whenever supply challenges arise.



The Group impacts the external environment through transport, processing and packaging. Our most important environmental goal is to reduce food wastage. We have already reduced food wastage by 40 per cent and are well on our way to realising our goal of halving food wastage from 2015 to 2025.

BAMA Gruppen AS is a certified "Eco-Lighthouse". Recertification takes place every three years and, at the reporting date, 81 per cent of our Norwegian units were certified. We constantly strive to improve the efficiency of our transport and to reduce emissions of greenhouse gases, including through better logistics and capacity utilisation and switching transport to ships and trains whenever possible. In 2021, we analysed our transport-related greenhouse gas emissions and changed our company policy so that company vehicles will, in future, be zero-emission vehicles.

GOING CONCERN

The annual financial statements for 2021 have been prepared in accordance with the Norwegian Accounting Act and generally accepted accounting practice. The Board confirms that the company fulfils all the prerequisites necessary to continue as a going concern.

WORKING ENVIRONMENT AND SICKNESS ABSENCE

BAMA aims to be the most attractive employer within its own and comparable business sectors. We strive to achieve this by working systematically to provide a good working environment. Our annual staff survey confirms a high degree of job satisfaction among employees. BAMA has



continued the "EatMoveSleep" programme, which also focuses on employee health and job satisfaction.

In 2021, the rate of sickness absence in the Norwegian part of the business totalled 6.2 per cent, compared with 6.4 per cent the previous year. In 2021, BAMA Gruppen AS's total sickness absence rate closed on 4.9 per cent, compared with 4.5 per cent in 2020. Effective infection prevention routines, increased use of working from home and digital meeting platforms helped to limit the pandemic's impact on the sickness absence rate in 2021.

No lost-time work injuries resulted in absence in excess of the statutory employer period in 2021.

NEW CEO FROM 15 SEPTEMBER

Petra Axdorff took over as CEO of BAMA Gruppen on 15 September. She replaced Rune Flaen, who wished to step down after 27 years at the helm. The Board of Directors would like to thank Rune Flaen for all his work and dedication to the Group which, under his leadership, has increased its revenue from BNOK 1 to BNOK 20 and become an international fruit and vegetable enterprise.

Before joining the company, Petra Axdorff was CEO of IKEA Spain. She has previously held a number of senior international executive positions at IKEA, as well as at the supermarket chains ICA and Axfood.

EQUALITY AND NON-DISCRIMINATION

The Group employed an average of 3,149 full-time equivalents in 2021, of whom 1,056 worked in foreign businesses. At the end of the year, BAMA Gruppen AS

employed 465 permanent staff, comprising 121 women and 344 men. The Board comprises eight members, all of whom are men. Five members of the nine-strong management group are women.

BAMA Gruppen AS has clear guidelines and a corporate culture that accepts no form of discrimination or harassment. The Group has an explicitly stated overarching principle of promoting equality of opportunity irrespective of gender, ethnicity, sexual orientation, age, functional ability, religion or political affiliation. The company also has a long tradition of working closely with in-house health and safety representatives and the trade unions with members in our organisation, which helps to maintain a focus on equality. Men make up most of the Group's workforce, with the proportion of women particularly low in positions relating to goods handling. We are endeavouring to raise the percentage of women in this area through better facilitation and use of technical aids. BAMA also wishes to employ more women in management positions. Going forward, we will develop measures to increase the percentage of female managers in the Group.

The tables below show the gender balance within the main employee categories, as well as women's relative percentage of men's salary in BAMA Gruppen AS and the Norwegian part of the Group.

BAMA GRUPPEN AS

Group	Total	Women	Men	Percentage
1	23	8	15	117%
2	57	11	46	113%
3	258	96	162	99%
4	127	6	121	103%

BAMA GROUP NORWAY

Group	Total	Women	Men	Percentage
1	88	17	71	118%
2	137	26	111	110%
3	502	186	316	93%
4	1990	445	1,545	93%

Group 1 – Group management team, leaders of a business area or corporate staff department
 Group 2 – Middle managers
 Group 3 – Administrative personnel
 Group 4 – Warehouse and production workers, goods and quality control, drivers and line/production supervisors

23 per cent of the Group's male employees are under temporary contract. The corresponding figure for women is 20 per cent. With regard to part-time employees, 25 per cent are women and 19 per cent men. The Group's business is highly seasonal, and the level of activity can fluctuate sharply from day to day within the same week. This has a particular impact on the trading terminal located at Nyland Syd, where operations are scheduled 24 hours a day, six days a week. This terminal, like the Group's other terminals nationwide, handles fresh products that require extremely rapid and effective logistics to maintain their freshness and quality throughout the supply chain. Operations are therefore entirely dependent on part-time workers to meet operational needs through flexible working hours and shift arrangements. The percentage of part-time employees must also be seen in light of the increased need for temporary staff caused by the pandemic. This was necessary to fulfil the Group's critical role in society as a supplier of food to the population. As far as possible, the company always adjusts part-time positions to the individual employee's wishes and needs.

On average, women took 34 weeks of parental leave, while men in BAMA Gruppen AS took 12 weeks in 2021. The average does not take account of employees who have elected to postpone withdrawal of parental benefits pursuant to the amended legal provisions that came into effect in 2021.

In 2021, BAMA Gruppen AS has undertaken recruitment processes that have ensured the objectivity of the selection process. BAMA Gruppen AS has long had senior policy guidelines enabling older employees to remain in work for a longer period of time. Apart from the statutory right to reduced working hours, older employees (between 63 and 70) are entitled to additional days off with full pay.

FINANCIAL PERFORMANCE AND POSITION

Consolidated sales revenue totalled BNOK 20.8 in 2021. This represents a year-on-year increase of BNOK 0.5

(2.3 per cent).

The World Health Organization declared the Coronavirus outbreak a global public health emergency on 30 January 2020 and a global pandemic on 11 March 2020. The subsequent lockdown had a particularly negative impact on parts of BAMA's operations targeting the HoReCa and convenience retail sectors. As a result, 2021 was yet another weak year for this part of the Group.

Consolidated net profit for the year totalled MNOK 409.4, compared with MNOK 465.7 in 2020.

The parent company's profit for the year after tax closed on MNOK 302.8, compared with MNOK 279.0 in 2020.

The Group's financial position is satisfactory. As at 31 December 2021, the Group had cash and cash equivalents of MNOK 1,129.5. At the end of the year, total assets amounted to BNOK 7.7, compared with BNOK 7.0 twelve months previously. As at 31 December 2021, the Group's equity totalled MNOK 1,980.6, which corresponds to an equity ratio of 25.8 per cent.

The parent company's financial position is satisfactory. As at 31 December 2021, the parent company had cash and cash equivalents of MNOK 136.1. At the same date, total assets amounted to BNOK 2.9, compared with BNOK 3.1 the previous year. The parent company's equity as at 31 December 2021 totalled MNOK 863.1, which corresponds to an equity ratio of 29.5 per cent.

The Group's net cash flow from operating activities closed the year at MNOK 691.0, compared with MNOK 1,251.2 in 2020.

The parent company generated a net cash flow from operating activities of MNOK -185.5, compared with MNOK 188.5 the previous year. Dividends and Group contributions from subsidiaries are included in financing activities.

In the Board's opinion the presented income statement and balance sheet and associated notes provide a true and fair view of the company's and the Group's operations and

position at the end of the year.

EVENTS AFTER THE REPORTING PERIOD

Group companies have traded certain products originating from Russia. All trading in these products ceased immediately when the sanctions imposed on Russia and Belarus went into effect. Although BAMA Gruppen has no relationships with companies in these countries, it is aware that the war in Ukraine could affect its business operations. The extent of that impact is uncertain. However, the Group notes that the situation has reinforced the increases in transport and energy costs that were already in motion. Rising production and transport costs will have a material impact on the availability and prices of those goods that the Group trades. In addition, our operation in the Netherlands has sales revenue that will be negatively affected by reduced demand for products in Ukraine.

FINANCIAL RISK

BAMA Gruppen's finance policy encompasses all group companies. This policy provides guidance on managing and limiting financial risk and defines and establishes frameworks and guidelines for operation of the finance function. The Group's objectives include securing sufficient financial leeway to meet strategic and operating targets and supporting operations by arranging efficient financing and liquidity both locally and centrally. The Group shall endeavour to achieve a low risk profile within the framework of its

finance policy.

In 2021, the Group adopted a new management and decision-making structure (authorisation matrix) for the administration of major investment and financial commitments. By means of the authorisation matrix, the Group seeks to reduce the likelihood of errors being made, while enabling its financial exposure to be followed up even more closely.

The Group is exposed to financial risk in the form of interest rate, currency and liquidity risk. BAMA Gruppen AS's finance function is primarily organised as a central unit that deals with ongoing follow-up and management of the liquidity situation and financial risk. Interest rate risk primarily attaches to the NIBOR, EURIBOR and STIBOR money market interest rates, which essentially form the basis for the Group's bank deposits and borrowings. The Group's business operations are not deemed to be exposed to any interest rate risk. The Group is exposed to fluctuations in exchange rates, primarily in EUR, and hedges currency on forward purchases on an ongoing basis.

A high volume of transactions are processed at BAMA each day. Consequently, the finance policy addresses ongoing liquidity requirements through a targeted minimum level that also includes unused committed lines of credit. The Group's activities continuously contribute liquidity, and the Group utilises a group account scheme to efficiently distribute

that liquidity.

Despite the challenging year, the risk of bad debts within the Group's overall trade receivables portfolio is deemed to be low. The company continually assesses the credit of and monitors customers with unpaid overdue invoices. An in-house credit department chases up overdue payments, collaborating with an external debt collection company where necessary. In recent years, bad debts have been low in relation to the Group's sales. The risk of bad debts will be slightly higher going forward, though it will remain low in relation to sales. The Board deems the Group's liquidity to be satisfactory.

The Group has taken out directors and officers (D&O) insurance that covers the liability that board members and senior executives may incur in the performance of their duties.

NET PROFIT AND ALLOCATION OF PROFIT FOR THE YEAR

BAMA Gruppen AS made a net profit for the year of MNOK 302.8. The Board proposes the allocation of MNOK 246 to dividend, while the remaining MNOK 56.8 is transferred to other equity. After these transactions, the company had total equity of MNOK 863.1, corresponding to an equity ratio of 29.5 per cent, as at 31 December 2021.

Oslo, 6 April 2022
BAMA Gruppen AS



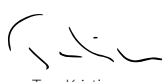
Kristian Nergaard
Chair



Knut Hartvig Johansson



Runar Hollevik



Tom Kristiansen



Stein Aukner



Ihsan Akram



Jostein Hestøy



Bjarte Gravdal



Petra Elisabet Axdorff
CEO

FINANCIAL STATEMENTS FOR BAMA GRUPPEN AS

FOR THE PERIOD 1 JAN – 31 DEC

INCOME STATEMENT

NOK '000

PARENT COMPANY		GROUP		
2020	2021	NOTE	2021	2020
		Operating revenue		
10,875,561	10,920,486	Sales revenue	20,732,598	20,266,272
207,434	225,685	Other operating revenue	81,118	79,979
11,082,995	11,146,171	Total operating revenue	20,813,716	20,346,251
		Operating costs		
10,218,858	10,281,569	Cost of goods sold	14,848,159	14,805,561
556,709	503,054	Salaries and personnel costs	2,385,933	2,270,533
42,224	95,749	Depr., amort. and impair. of PP&E and intang. assets	512,688	415,926
-130	1	Bad debts	-2,619	6,799
264,645	305,115	Other operating costs	2,492,058	2,194,791
11,082,306	11,185,488	Total operating costs	20,236,219	19,693,610
689	-39,317	Operating profit	577,497	652,641
		Financial income and financial expenses		
280,472	335,423	Income from investments in subsidiaries	0	0
0	0	Income from investments in associates	11,864	4,485
14,560	19,281	Other financial income	34,155	33,750
1,834	3,412	Other financial expenses	57,669	47,571
293,198	351,292	Net financial items	-11,650	-9,336
293,887	311,975	Profit before tax	565,847	643,305
14,887	9,153	Tax	156,482	177,630
279,000	302,822	NET PROFIT FOR THE YEAR	409,365	465,675
		Net income attributable to non-controlling interests	36,597	35,927
		Net income attributable to controlling interests	372,768	429,748
		TRANSFERS:		
279,000	246,000	Proposed dividend		
0	56,822	Transferred to/from other equity		
279,000	302,822	Total transfers		

BALANCE SHEET

NOK '000

PARENT COMPANY		GROUP			
31.12.2020	31.12.2021	ASSETS	NOTE	31.12.2021	31.12.2020
		Non-current assets			
		Intangible assets			
99,754	75,903	Intangible assets	5	229,975	214,457
0	0	Goodwill	5	231,161	357,344
53,962	44,808	Deferred tax assets	9	151,116	146,852
153,716	120,711	Total intangible assets		612,252	718,653
		Property, plant and equipment			
0	0	Land and facilities under construction	12	485,598	676,576
50,582	47,929	Buildings, fixtures & fittings, etc.	12	2,171,087	1,307,059
50,688	53,179	Means of transport, machinery, equipment, etc.	12	765,538	706,664
101,270	101,108	Total property, plant and equipment	5	3,422,223	2,690,299
		Non-current financial assets			
938,140	938,140	Investments in subsidiaries	6	0	0
1,840	1,840	Investments in associates	6	67,052	67,725
80	80	Other shares and securities	6	5,238	11,424
103,479	4,250	Other long-term receivables	8	45,675	2,786
1,043,539	944,310	Total non-current financial assets		117,965	81,935
1,298,525	1,166,129	Total non-current assets		4,152,440	3,490,887
		Current assets			
57,015	57,898	Inventory	12	499,647	434,073
		Receivables			
906,179	895,051	Trade receivables	7, 12	1,447,636	1,335,521
487,642	590,643	Other current receivables	7	371,788	404,704
1,393,821	1,485,694	Total receivables		1,819,424	1,740,225
80,269	84,072	Other current liquid investments	12, 16	84,072	80,269
80,269	84,072	Total investments		84,072	80,269
311,285	136,082	Cash and cash equivalents	13	1,129,498	1,291,504
1,842,390	1,763,746	Total current assets		3,532,641	3,546,071
3,140,915	2,929,875	Total assets		7,685,081	7,036,958

BALANCE SHEET

NOK '000

PARENT COMPANY			GROUP		
31.12.2020	31.12.2021	EQUITY AND LIABILITIES	NOTE	31.12.2021	31.12.2020
		Equity			
		Paid-in equity			
909	900	Share capital	11	900	909
356,250	356,250	Share premium account		356,250	356,250
357,159	357,150	Total paid-in equity		357,150	357,159
		Retained earnings			
466,766	505,961	Other equity		1,478,906	1,425,006
0	0	Non-controlling interests		144,550	127,097
823,925	863,111	Total equity	10	1,980,606	1,909,262
		Liabilities			
		Provisions			
87,044	90,933	Pension liabilities	4	81,818	77,154
87,044	90,933	Total provisions		81,818	77,154
		Other non-current liabilities			
0	0	Debt to credit institutions	12	1,884,081	1,184,256
0	0	Other non-current debt		1 118	4,070
0	0	Total non-current liabilities		1,885,199	1,188,326
		Current liabilities			
1,292,549	1,296,280	Trade payables	7	1,402,502	1,399,589
0	0	Tax payable	9	114,067	129,567
130,347	94,308	Public charges payable		265,046	301,045
279,000	246,000	Proposed dividend	10	273,203	305,096
528,050	339,243	Other current liabilities	7	1,682,640	1,726,919
2,229,946	1,975,831	Total current liabilities		3,737,458	3,862,216
2,316,990	2,066,764	Total liabilities		5,704,475	5,127,696
3,140,915	2,929,875	Total equity and liabilities		7,685,081	7,036,958

Oslo, 6 April 2022
BAMA Gruppen ASKristian Nergaard
Chair

Knut Hartvig Johannson

Runar Hollevik

Tom Kristiansen

Stein Aukner

Ihsan Akram

Jostein Hestøy

Bjarte Gravdal

Petra Elisabet Axdorff
CEO

STATEMENT OF CASH FLOWS

NOK '000

PARENT COMPANY			GROUP	
2020	2021		2021	2020
		Cash flow from operating activities		
293,887	311,975	Profit before tax	565,847	643,305
-1,950	0	Tax paid in the period	-173,167	-214,970
-280,472	-335,424	Income from investments in subsidiaries/associates	-11,864	-4,485
-995	-2,772	Gain/loss on sale of non-current assets	-5,946	-10,762
42,224	95,749	Depreciation and amortisation	512,688	415,926
0	0	Impairment of other non-current financial assets	5,716	2,117
7,780	-883	Change in inventory	-65,574	28,077
-82,648	11,127	Change in trade receivables	-111,611	163,624
448,267	3,732	Change in trade payables	2,913	152,321
0	3,889	Difference between recognised pension costs and pension scheme contributions/ disbursements	4,664	-2,423
-237,585	-272,895	Change in other accruals and prepayments	-32,690	78,510
188,509	-185,502	Net cash flow from operating activities	690,976	1,251,240
		Cash flow from investing activities		
4,279	5,772	Proceeds from sale of property, plant and equipment	17,800	36,770
0	0	Proceeds from the sale of shares	9,477	0
0	0	Dividends received from investments in shares	3,955	0
-35,867	-74,735	Payments for purchase of property, plant and equipment	-1,222,895	-828,167
-250,000	0	Payments for purchase of shares and securities	-499	-28,634
-79,000	-3,803	Change in other investments	-3,803	-79,000
-360,588	-72,766	Net cash flow from investing activities	-1,195,965	-899,031
		Cash flow from financing activities		
83,428	99,229	Change in long-term receivables	-42,889	5,284
0	0	Change in long-term liabilities	696,873	-9,324
0	0	Capital contributions	11,731	0
	-17,636	Purchase of treasury shares	-17,636	0
213,002	280,472	Dividends received from investments in shares	0	0
-271,000	-279,000	Dividends paid	-305,096	-323,352
25,430	83,065	Net cash flow from financing activities	342,983	-327,392
-146,649	-175,203	Net change in cash and cash equivalents	-162,006	24,817
457,934	311,285	Cash and cash equivalents at start of period	1,291,504	1,266,687
311,285	136,082	Cash and cash equivalents at end of period	1,129,498	1,291,504

SECTION 6

NOTES TO THE FINANCIAL STATEMENTS

ACCOUNTING POLICIES

(NOK '000)

The annual financial statements have been prepared in accordance with the Norwegian Accounting Act and generally accepted accounting practice.

USE OF ESTIMATES

The preparation of financial statements in accordance with the Norwegian Accounting Act requires the use of estimates. It also requires management to exercise its judgement in applying the company's accounting policies. Areas which make extensive use of discretionary judgements or involve a high degree of complexity, and areas where assumptions and estimates are material to the annual financial statements are described in the notes.

FOREIGN CURRENCY

Receivables and liabilities denominated in foreign currencies are recognised at the exchange rate in effect on the year-end reporting date. Realised gains and losses on foreign exchange relating to the flow of goods are recognised under sales revenue and cost of goods sold. Other currency effects are classified under financial items.

SALES REVENUE

Revenue from the sale of goods and services are recognised at the fair value of the consideration received, net of Value Added Tax, returns, rebates and other discounts. Sales of goods are recognised in income when the company has delivered its products to the customer and there are no unfulfilled obligations that could affect the customer's acceptance of the delivery. Services are recognised in income as they are performed.

TAX

The tax expense in the income statement comprises both tax payable for the accounting period and changes in deferred tax. Deferred tax is calculated at the rate of 22 per cent (Norway) on the basis of temporary differences between the carrying amounts and tax base, as well as any tax losses carried forward at the end of the financial year. Tax-increasing and tax-reducing temporary differences that reverse or may reverse in the same period are offset. Net deferred tax assets are recognised in the balance sheet to the extent that it is probable that these may be utilised.

CLASSIFICATION AND VALUATION OF BALANCE SHEET ITEMS

Current assets and current liabilities include items that fall due for payment within one year of the time of acquisition and items relating to the production cycle. Other items are classified as non-current assets/liabilities.

Current assets are valued at the lower of cost and fair value. Current liabilities are recognised at nominal value in the balance sheet on the date they are incurred.

Non-current liabilities are recognised at nominal value in the balance sheet on the date they are incurred.

RESEARCH AND DEVELOPMENT

Development costs are recognised in the balance sheet to the extent that a future financial benefit can be identified as deriving from the development of an identifiable intangible asset and the expenses can be reliably measured. Otherwise, costs are expensed on an ongoing basis. Development costs recognised in the balance sheet are amortised on a straight-line basis over their useful economic lives. Research costs are expensed on an ongoing basis.

The cost of software and expenses relating to the implementation and adaptation of the Group's logistics and management systems are recognised in the balance sheet and amortised on a straight-line basis over their useful economic lives.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment is recognised in the balance sheet and depreciated over its estimated useful economic life. Direct maintenance of operating assets is recognised under operating expenses, whereas improvements and upgrades are assigned to the operating asset's cost and depreciated in line with the asset. If the recoverable amount of the operating asset is lower than its book value, the asset is written down to its recoverable

amount. The recoverable amount is the higher of the net sales value and value in use.

The value in use is the present value of the future cash flows that the asset is expected to generate.

FORWARD CONTRACTS AND INTEREST SWAPS

Forward contracts that hedge future receipts and payments in foreign currencies are not recognised in the financial statements. Realised gains/losses on interest swaps are recognised in profit and loss.

SHARES IN SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES

Subsidiaries are companies over which the parent company exercises control, and thus a controlling influence over the entity's financial and operating strategy, normally through ownership of more than half of the voting rights. Investments of 20–50 per cent of voting rights and significant influence are recognised as investments in associates.

Investments in subsidiaries and associates are recognised in accordance with the cost method in the single entity financial statements. The cost is increased when funds are added as a result of capital increases, or when subsidiaries receive Group contributions. Dividends received are essentially recognised as income in the income statement. Dividends that exceed the share of retained earnings after the purchase are recognised as a cost reduction. Dividends/group contributions from subsidiaries are recognised in profit and loss in the same year in which the subsidiary allocated the amount. Dividends from other companies are recognised as financial income when the dividend is approved.

Investments in associates are recognised in the consolidated financial statements in accordance with the equity method. The application of this method results in the book value in the balance sheet corresponding to the share of the equity in the associates, adjusted for any residual excess values arising on the purchase and unrealised internal profits. The share of

profit or loss recognised in the income statement is based on the share of the associate's financial result after tax, adjusted for any amortisation of excess values and unrealised profits. The share of profit or loss is recognised in the income statement under financial items.

Joint ventures are recognised in the financial statements in accordance with the gross method.

INVENTORY

Externally purchased goods are valued at the lower of acquisition cost and estimated sales price less sales costs. Goods produced in-house are valued at the full cost of manufacture written down for potential obsolescence in accordance with generally accepted accounting practice.

RECEIVABLES

Trade and other receivables are recognised in the balance sheet at nominal value less provisions for bad debts. Provisions for bad debts are made on the basis of individual assessments of the relevant receivables.

CURRENT INVESTMENTS

Current investments (shares and other securities deemed to be current assets) are recognised at their market value on the reporting date. Dividends and other distributions received from these assets are recognised in profit and loss as other financial income.

PENSIONS

The parent company and its subsidiaries are obliged to operate occupational pension schemes in accordance with the Norwegian Act on Mandatory Occupational Pension Schemes. The companies' pension schemes satisfy the requirements of the above-mentioned legislation and the Group operates both defined contribution and defined benefit schemes. For companies with defined contribution schemes the pension expense for the year equals paid-in contributions.

In the case of defined benefit schemes, the pension cost and pension liabilities are calculated in accordance with the linear earnings method based on the expected

final salary. The calculation is based on a number of assumptions, including those relating to discount rates, future wage adjustments, pensions and other payments from the National Insurance Scheme, the future return on pension assets and actuarial assumptions for deaths and voluntary exits. Pension assets are recognised at fair value less net pension liabilities in the balance sheet. Changes in pension liabilities due to changes in pension schemes are recognised over the estimated residual vesting period. Changes in pension liabilities and assets attributable to changes and deviations in calculation assumptions (estimate changes) are allocated over the expected average residual vesting period if the deviations at the start of the year exceed 10 per cent of the higher of gross pension liabilities and pension assets.

STATEMENT OF CASH FLOWS

The statement of cash flows has been prepared in accordance with the indirect method. Cash and cash equivalents include cash, bank deposits and other short-term, liquid investments.

BASIS OF CONSOLIDATION

Subsidiaries are defined as companies over which BAMA Gruppen AS exercises a controlling influence by controlling more than 50 per cent of the votes, directly or indirectly. Subsidiaries are recognised in the consolidated financial statements in accordance with the acquisition method. The consolidated financial statements are prepared as if the Group were a single economic entity. All material transactions and intercompany balances are eliminated on consolidation. Acquired subsidiaries are recognised in the consolidated financial statements based on the parent company's acquisition cost. Acquisition cost is allocated to identifiable assets and liabilities in the subsidiary. Any residual value in the consolidated financial statements is treated as goodwill and amortised in line with the underlying conditions. Other excess values are amortised in the consolidated financial statements over the expected lifetime of the purchased assets. Non-controlling interests are recognised in the balance sheet on a separate line as the non-controlling interest's share of

net assets and liabilities. The non-controlling interest's share is recognised in consolidated equity. On consolidation, the balance sheets of foreign subsidiaries are translated at the rate in effect on the reporting date, while the income statement is translated at the average rate for the period. Any material transactions are translated at the daily transaction rate. All translation differences are recognised directly as changes in equity.

REORGANISATION

All mergers and demergers are implemented with accounting and tax continuity.

CHANGES IN ACCOUNTING PRINCIPLES MARKETING INCOME AND EXPENSES

BAMA Gruppen AS has revised its presentation of marketing income and expenses, and this has led to certain reclassifications in the company's income statement. Marketing income received is recognised

under other operating revenue if BAMA Gruppen AS provides a service. If, in agreement with the supplier, the marketing income received is dedicated to specific marketing activities, the funds are used to cover accrued marketing expenses. All other benefits from suppliers are deemed to be discounts and are recognised as a reduction in the cost of goods sold.

For the 2020 financial year, the effect of reclassification from operating expenses to other operating revenue totalled MNOK 59.6 for BAMA Gruppen AS. For the 2020 financial year, the effect of reclassification from other operating expenses to cost of goods sold totalled MNOK 147.8 for BAMA Gruppen AS and NOK 296.8 million for the Group as a whole.

OTHER RECLASSIFICATIONS IN THE CONSOLIDATED INCOME STATEMENT

Costs relating to temporary administra-

tion assistance have been reclassified from salary expenses to other operating expenses. The effect of reclassification for the 2020 financial year totals MNOK 8.5. Costs relating to work clothes have been reclassified from other personnel expenses to other operating expenses. The impact of reclassification for the 2020 financial year totals MNOK 2.1. Costs relating to the purchase of pallets, packaging and stretch wrapping film have been reclassified from other operating expenses to cost of goods sold. The impact of reclassification for the 2020 financial year totals MNOK 24.1.

The following companies are included in the consolidated financial statements. The shareholdings reflect the Group's direct and indirect shareholdings:

PARENT COMPANY	SUBSIDIARY	REGISTERED OFFICE	SHAREHOLDING
BAMA Gruppen AS	5 Om Dagen AS	Oslo	100.00%
BAMA Gruppen AS	Rågodt AS	Oslo	100.00%
BAMA Gruppen AS	Jobbfrukt AS	Oslo	100.00%
BAMA Gruppen AS	Fruktengros AS	Oslo	100.00%
BAMA Gruppen AS	BAMA International AS	Oslo	100.00%
BAMA Gruppen AS	BAMA Invest AS	Oslo	100.00%
BAMA Gruppen AS	BAMA Torgfrisk AS	Oslo	100.00%
BAMA Gruppen AS	BAMA Dagligvare AS	Oslo	100.00%
BAMA Gruppen AS	BAMA Storkjøkken AS	Oslo	100.00%
BAMA Gruppen AS	Bare Frukt & Grønt AS	Oslo	100.00%
BAMA Gruppen AS	BAMA Eiendom AS	Oslo	100.00%
BAMA Gruppen AS	BAMA Pakkerier AS	Oslo	100.00%
BAMA Gruppen AS	BAMA Ferske Drikker AS	Oslo	100.00%
BAMA Gruppen AS	BAMA Blomster Holding AS	Oslo	100.00%
BAMA Gruppen AS	BAMA Industri AS	Oslo	92.10%
BAMA Gruppen AS	BAMA Løgstikk AS	Oslo	51.04%
BAMA Gruppen AS	BaRe AS	Oslo	50.00%
BAMA Pakkerier AS	Lågen Potetpakkeri AS	Larvik	87.37%
BAMA Pakkerier AS	Hvebergsmoen Potetpakkeri AS	Grue	67.15%
BAMA Pakkerier AS	Larvik Løk AS	Larvik	50.00%
BAMA Pakkerier AS	Mjøsgrønt AS	Stange	50.00%

PARENT COMPANY	SUBSIDIARY	REGISTERED OFFICE	SHAREHOLDING
BAMA Eiendom AS	Lågendalspakkeriet AS	Larvik	100.00%
BAMA Eiendom AS	Nyland Syd AS	Oslo	100.00%
BAMA Eiendom AS	Silovegen 10 AS	Oslo	100.00%
BAMA Eiendom AS	Nedre Rommen AS	Oslo	100.00%
BAMA Eiendom AS	BaGa Eiendom AS	Tønsberg	75.00%
BAMA Eiendom AS	Koppholen 13 AS	Oslo	100.00%
BAMA Eiendom AS	Kværnertomta AS	Oslo	100.00%
BAMA Eiendom AS	Hanserudveien 11 AS	Oslo	100.00%
BAMA Dagligvare AS	Olav Aakre AS	Tromsø	50.00%
BAMA Storkjøkken AS	BAMA Storkjøkken Oslo AS	Oslo	72.00%
BAMA Blomster Holding AS	BAMA Blomster Trading AS	Asker	100.00%
BAMA Blomster Holding AS	BAMA Blomster AS	Asker	100.00%
BAMA Blomster Holding AS	Bare Blomster AS	Oslo	100.00%
BAMA Blomster AS	Lyssand Blomstersalg AS	Os	50.00%
BAMA Blomster Trading AS	BAMA Bloemen Holland B.V.	The Netherlands	100.00%
BAMA Industri AS	Nordic Lunch AS	Oslo	100.00%
BAMA Logistikk AS	Sandvik Transport AS	Notodden	100.00%
BAMA Storkjøkken Oslo AS	Augusta Arnesen AS	Oslo	72.00%
BAMA Storkjøkken Oslo AS	Carl Heftye AS	Oslo	72.00%
BAMA Storkjøkken Oslo AS	Carl Heftye Cash & Carry AS	Oslo	72.00%
BAMA Storkjøkken Oslo AS	W. Køltzow AS	Oslo	62.35%
BAMA Invest AS	BAMA Packaging AS	Oslo	50.10%
BAMA Invest AS	BAMA Preservation AS	Oslo	50.00%
BAMA Invest AS	Bavi Food AS	Frosta	51.09%
BAMA Ferske Drikker AS	Nordic Juices AS	Oslo	50.00%
BAMA International AS	Nature's Management B.V.	The Netherlands	99.00%
BAMA International AS	BAMA Nordic AB	Sweden	100.00%
BAMA International AS	Xpol B.V.	The Netherlands	70.11%
Nature's Management B.V.	Nature's Pride B.V.	The Netherlands	100.00%
Nature's Management B.V.	Berries Pride B.V.	The Netherlands	100.00%
BAMA Nordic AB	BAMA Foods AB	Sweden	91.00%
BAMA Nordic AB	BAMA Fresh Cuts AB	Sweden	100.00%
BAMA Nordic AB	BAMA Fresh Cuts Oy	Finland	100.00%

CHANGES IN THE GROUP:

BAMA Invest has acquired 49% of the shares in BAMA Telemark AS.

BAMA Invest AS has merged with its wholly owned subsidiary BAMA Telemark AS.

BAMA Invest AS has invested 50% in BAMA Preservation AS, which was established in 2021.

BAMA Fresh Cuts OY has acquired all the shares in Kiinteistö Oy Kisälli, now called Fastighets Aktiebolag Gesällvägen 11b.

Lillesjø Foods AB was wound up in 2021.

NOTE 1 SALES REVENUE

Geographic distribution	PARENT COMPANY		GROUP	
	2021	2020	2021	2020
Sales in Norway – Group companies	10,443,713	10,376,981	0	0
Sales in Norway – external	476,773	498,580	15,398,932	15,563,172
Rest of Europe	0	0	5,333,666	4,703,100
TOTAL	10,920,486	10,875,561	20,732,598	20,266,272

NOTE 2 SALARIES AND PAYROLL COSTS, NO. EMPLOYEES, REMUNERATION, EMPLOYEE LOANS, ETC.

Salaries and payroll costs	PARENT COMPANY		GROUP	
	2021	2020	2021	2020
Salaries	385,589	438,538	1,890,671	1,827,014
Employer's National Insurance contributions	63,111	59,300	301,833	268,735
Pension costs, etc.	4,573	13,915	93,762	82,515
Other benefits	49,781	44,956	99,667	92,269
Total	503,054	556,709	2,385,933	2,270,533
Average number of full-time equivalents	441	448	3,149	2,905

Benefits paid to senior executives	CEO	Board of Directors
Salary/Directors' fees	9,179	1,050
Share of pension premium	18	0
Other benefits	146	0

A new CEO took over with effect from 15 September 2021. The above figure is the sum of benefits paid to the previous and present CEOs.

CEO's terms and conditions

In addition to their ordinary basic salary, the CEO has a bonus agreement comprising a fixed portion and a performance-related portion. Apart from membership of the group pension and insurance schemes, an agreement has been entered into with respect to an individual, defined contribution occupational pension, whose premium corresponds to 25% of basic salary.

Either party may terminate the employment relationship at six months' notice.

Remuneration paid to auditors	PARENT COMPANY		GROUP	
	2021	2020	2021	2020
Auditing services	850	715	6,068	5,862
Other assurance services	35	35	454	396
Tax advisory services	550	375	1,862	1,563
Other services	650	460	1,104	914

Employee loans Total loans to employees amounted to 2,524 in the parent company and 5,545 in the Group.

NOTE 3 FINANCIAL ITEMS

	PARENT COMPANY		GROUP	
	2021	2020	2021	2020
Other financial income				
Interest income	17 813	11,300	19,613	13,819
Interest income from group companies	335	3,226	0	0
Other financial income	1,133	34	14,542	19,931
Total other financial income	19,281	14,560	34,155	33,750
Other financial expenses				
Interest expenses	2,834	1,479	39,852	35,575
Other financial expenses	578	355	17,817	11,996
Total other financial expenses	3,412	1,834	57,669	47,571

NOTE 4 PENSIONS

The Group operates both defined contribution and defined benefit pension schemes.

The parent company has defined benefits pension schemes covering a total of 453 active employees and 151 pensioners. The Group has corresponding schemes covering a total of 1,457 active employees and 274 pensioners. The schemes provide the right to defined future benefits.

The AFP pension scheme is a defined benefit multi-entity scheme. The companies covered by the LO-NHO agreement have an actual financial liability as a result of the agreement concerning the AFP. However, there is insufficient information to enable inclusion of the liability in the annual financial statements. Consequently, no liability has been recognised in the balance sheet in respect of the AFP scheme.

The parent company operates a pension scheme for four pensioners that is financed from the company's operations.

	PARENT COMPANY		GROUP	
	Funded plan	Unfunded plan	Funded plan	Unfunded plan
Present value of accrued pension entitlements for the year	25,506	3,661	50,636	3,587
Interest expense on pension liabilities	5,605	0	9,773	0
Return on pension assets	-7,138	0	-12,161	0
Actuarial losses/(gains) recognised in the income statement	4 352	0	8,640	0
Adm. expenses, Employer's National Insurance contributions	5,744	536	11,588	536
Net pension cost	34,069	4,197	68,476	4,123
Estimated pension liabilities	-427,771	-87,781	-784,197	-88,490
Pension assets (at market value)	306,682	0	560,534	0
Actuarial losses/(gains) not recognised in the income statement	146,865	0	268,876	0
Employer's National Insurance contributions	-17,073	-11,854	-26,686	-11,854
Pension assets (pension liabilities) recognised in the balance sheet	8,703	-99,636	18,527	-100,345
Financial assumptions:				
Discount rate	1.50%		1.50%	
Projected return on fund assets	2.40%		2.40%	
Forecast salary increases	2.00%		2.00%	
Forecast adjustment of National Insurance Scheme's basic amount (G)	1.75%		1.75%	
Forecast adjustment of current pensions	1.75%		1.75%	

Standard insurance industry assumptions have been applied as actuarial assumptions for demographic factors and exits.

NOTE 5 PROPERTY, PLANT AND EQUIPMENT/INTANGIBLE ASSETS**PARENT COMPANY**

	Intangible assets	Buildings, fixtures & fittings, etc.	Equipment, machinery, means of transport	Total
Acquisition cost 1 Jan	340,226	65,096	143,379	548,700
Additions, purchased operating assets	52,013	767	21,955	74,735
Disposals	-49,296	0	(25,071)	(74,367)
Acquisition cost 31 Dec	342,943	65,863	140,263	549,068
Accumulated depr./amort. and impairments 31 Dec	-267,040	-17,934	-87,085	-372,059
Book value as of 31 Dec	75,903	47,929	53,179	177,009
Year's depr./amort.	78,364	3,420	13,965	95,749
Total depr./amort. and impairments				95,749
Useful economic life	6–10 years	5–25 years	3–10 years	
Depreciation/amortisation method	Straight-line	Straight-line	Straight-line	

GROUP

	Land *)	Buildings, fixtures & fittings, etc.	Equipment, machinery, means of transport	Total
Acquisition cost 1 Jan	663,988	2,020,914	2,140,490	4,825,392
Reclassification	-201,428	191,071	10,357	0
Additions, Group companies	19,217	0	0	19,217
Additions	2,967	786,689	296,172	1,085,828
Disposals	0	-7,742	-127,593	-135,335
Acquisition cost 31 Dec	484,744	2,990,932	2,319,426	5,795,102
Translation differences	854	-23,687	8,757	-14,076
Accumulated depreciation and impairments 31 Dec	0	-796,159	-1,562,645	-2,358,804
Book value as of 31 Dec	485,598	2,171,087	765,538	3,422,223
Year's depreciation and impairments	0	78,517	204,227	282,744
Useful economic life		5–25 years	3–10 years	
Depreciation method	Not depreciated	Straight-line	Straight-line	

*) The balance sheet as at 31 December 2020 includes facilities under construction in the amount of 201,428, which have been reclassified to buildings, fixtures & fittings, etc. in 2021.

Lease obligations not recognised in the balance sheet, operating assets (annual lease)		143,000		
		Intangible assets	Goodwill	Total
Acquisition cost 1 Jan		484,335	941,639	1,425,974
Reclassifications		0	0	0
Additions, group companies		0	0	0
Additions		137,066	0	137,066
Disposals		-65,723	-21,291	-87,014
Acquisition cost 31 Dec		555,678	920,348	1,476,026
Translation differences		99	12,483	12,582
Accumulated amort. and impairments 31 Dec		-325,801	-701,670	-1,027,471
Book value as at 31 Dec		229,975	231,161	461,137
Year's amortisation		92,765	113,570	206,335
Impairments for the year		22,295	1 314	23,609
Total amort. and impairments for the year		115,060	114,884	229,944
Useful economic life		6–10 years	5 years	
Amortisation method		Straight-line	Straight-line	
Total depreciation, amortisation and impairments of property, plant and equipment and intangible assets				512,688

NOTE 6 SHARES IN SUBSIDIARIES AND OTHER COMPANIES

Investments in subsidiaries are valued in accordance with the cost method in the parent company and written down in the event of impairments not deemed to be temporary in nature.

Company name	Shareholding	Voting rights	Book value 31 Dec	Equity 31 Dec	Profit/loss 2021
Rågodt AS	100.00%	100.00%	5,406	2,281	-17
BAMA Ferske Drikker AS	100.00%	100.00%	12,252	8,679	6,584
Jobbfrukt AS	100.00%	100.00%	13,860	6,018	-14
Fruktengros AS	100.00%	100.00%	1,150	2,208	-16
BAMA Dagligvare AS	100.00%	100.00%	150,340	151,916	165,474
BAMA Storkjøkken AS	100.00%	100.00%	62,093	180,129	12,822
BaRe Frukt & Grønt AS	100.00%	100.00%	100,240	66,154	96,770
BAMA Eiendom AS	100.00%	100.00%	294,023	377,646	16,990
BAMA Pakkerier AS	100.00%	100.00%	23,229	49,075	-161
5 Om Dagen AS	100.00%	100.00%	120	120	-17
BAMA International AS	100.00%	100.00%	71,670	702,400	58,558
BAMA Invest AS	100.00%	100.00%	13,175	8,549	907
BAMA Torgfrisk AS	100.00%	100.00%	122	122	-17
BAMA Blomster Holding AS	100.00%	100.00%	120,521	58,943	19,130
BAMA Industri AS	92.10%	92.10%	62,327	299,672	90,434
BAMA Logistikk AS	51.04%	51.04%	7,512	19,043	11,383
BaRe AS	50.00%	50.00%	100	62	-22
Total investments in subsidiaries			938,140	1,933,018	478,787

Associates in the parent company valued in accordance with the cost method:

Company name	Registered office	Shareholding	Voting rights	Book value	2021
Tromspotet AS	Senja	34.00%	34.00%	1,840	432

Associates in the Group:

Company name	Shareholding	Acquisition cost 31 Dec
Tromspotet AS, Senja	40.69%	2,102
Grofondet AS, Oslo	33.33%	55,331
Telefrukt AS, Sauherad	45.00%	1,800
Total		59,233

Below is a list of changes in the value of the Group's associates during the year.

Kara Transport AS was wound up on 31 December 2021 and the shares in Meum Frukt og Grønt AS have been sold.

Company name	Value 1 Jan	Profit/loss for the year/other changes	Book value as at 31 Dec	Income from investments in associates
Tromspotet AS	3,509	422	3,931	432
Grofondet AS	51,783	1,321	53,104	4,654
Meum Frukt og Grønt AS	3,783	-3,783	0	5,293
Telefrukt AS	8,455	1,562	10,017	1,607
Kara Transport AS	195	-195	0	-122
Total	67,725	-673	67,052	11,864

Other investments are valued at the lower of cost and fair value.

Joint ventures recognised in accordance with the gross method:

Company name	Registered office	Shareholding, voting rights and share of profit/loss	Year's share of profit/loss
Gastroba Utvecklings AB	Sweden	50.00%	2,118
Arctic Sp. z o.o.	Poland	50.00%	3,784

PARENT COMPANY**Investment in other shares and units:**

Company name	Book value
Norwegian Fruit and Vegetables Marketing Board – frukt.no	20
Interfrukt SA	60
TOTAL	80

GROUP**Investment in other shares and securities:**

Company name	Book value
Interfrukt SA	480
Art Nor AS	325
Grinder Felleslager AS	440
Naustveien 17 AS	100
Floriss Drift AS	1,897
Misc. minor shareholdings	1,996
Total	5,238

NOTE 7 INTRAGROUP BALANCES**PARENT COMPANY**

	Trade receivables		Other current receivables	
	2021	2020	2021	2020
Group companies	854,919	817,662	429,157	369,257
Other	40,132	88,517	161,486	118,322
Total	895,051	906,179	590,643	487,579

	Trade payables		Other current liabilities	
	2021	2020	2021	2020
Group companies	495,313	435,357	0	0
Other	800,967	857,192	339,243	528,050
Total	1,296,280	1,292,549	339,243	528,050

NOTE 8 OTHER LONG-TERM RECEIVABLES

	PARENT COMPANY		GROUP	
	2021	2020	2021	2020
Intragroup loans	4,250	103,479	0	0
Contribution fund	0	0	62	2,115
Other receivables	0	0	45,613	671
Total	4,250	103,479	45,675	2,786

NOTE 9 TAX

PARENT COMPANY

The tax expense for the year comprises the following:	2021	2020
Corporation tax payable	0	0
Shortfall in provisions for tax payable in previous years	0	240
Change in deferred tax	9,153	14,647
Total tax expense for the year	9,153	14,887
Tax payable for the year comprises:	2021	2020
Profit on ordinary activities before tax	311,975	293,887
Permanent differences	-333,205	-277,385
Change in temporary differences	-41,739	-67,177
Tax loss carryforward/(-)Application of tax loss carryforward	163	675
Tax payable on the year's profit	-62,806	-50,000
Group contributions received	62,806	50,000
Taxable income (tax loss)	0	0
Tax payable on the year's profit (22%)	-13,817	-11,000
Tax payable in the balance sheet comprises:	2021	2020
Tax payable on the year's profit	-13,817	-11,000
Tax effect, Group contributions received	13,817	11,000
Tax effect of SkatteFUNN tax credit scheme for R&D projects	-163	-435
Tax payable (receivable) in the balance sheet	-163	-435
Breakdown of temporary differences	31.12.2021	31.12.2020
Non-current assets	5,972	16,965
Current assets	0	0
Liabilities	-208,977	-261,709
Other differences	0	0
Total basis for calculating change in deferred tax	-203,005	-244,744
Other differences	-669	-536
Total temporary differences not listed above	-669	-536
Basis for calculation of deferred tax	-203,674	-245,280
Deferred tax assets in balance sheet	-44,808	-53,962
Tax rate	22%	22%

GROUP

The tax expense for the year comprises the following:	2021	2020
Corporation tax payable	177,006	191,308
Other items	-3,748	151
Net change in deferred tax	-16,775	-13,829
Tax expense for the year	156,482	177,630
Reconciliation of nominal and actual tax rate:	2021	2020
Profit before tax	565,847	643,305
Tax calculated at nominal tax rate (22% of the profit before tax)	124,487	141,527
Group tax expense	156,482	177,630
Difference between nominal and actual tax expense	-31,995	-36,103
Reconciliation of difference between nominal and actual tax expense:	2021	2020
Estimated tax expense on non-taxable income/non-deductible expenses	6,425	828
Other changes (foreign exchange and tax rate differences)	356	8,437
Estimated tax expense on eliminations on consolidation	25,214	26,838
Difference between nominal and actual tax expense	31,995	36,103
Tax payable on the year's profit	177,006	191,308
Prepaid taxes/effect of group contributions paid on tax payable	-62,939	-61,741
Tax payable in the balance sheet	114,067	129,567
Breakdown of deferred tax basis	31.12.2021	31 Dec 2020
Temporary differences, Norwegian companies in the Group		
Deferred tax assets (liabilities)		
Non-current assets	-102,419	-88,710
Current assets	2,204	-7,957
Liabilities	-510,824	-560,211
Other differences	-6,219	-3,167
Total basis for calculation of deferred tax	-617,258	-660,045
Non-taxable temporary differences	24,306	42,229
Total temporary differences not included in calculation of deferred tax	24,306	42,229
Basis for calculation of deferred tax assets	-592,952	-617,815
Capitalised deferred tax assets – Norwegian companies		
Net deferred tax assets/liabilities	-130,450	-135,920
Net capitalised deferred tax assets	-130,450	-135,920
Capitalised deferred tax assets – Norwegian companies outside the Norwegian taxable group		
Deferred tax assets	-2,725	-5,481
Deferred tax liabilities	824	266
Net capitalised deferred tax assets	-1,901	-5,215
Capitalised deferred tax assets – non-Norwegian companies		
Deferred tax assets	-22,339	-11,452
Deferred tax liabilities	3,574	5,735
Net capitalised deferred tax assets	-18,765	-5,717
The tax rate is 22% in Norway, 16.5–25% in the Netherlands, 19% in Poland and 20.6% in Sweden.		
Net deferred tax assets comprise:		
Net deferred tax assets – Norwegian companies	-130,450	-135,920
Net deferred tax assets – Norwegian companies outside the Norwegian taxable group	-1,901	-5,215
Net deferred tax assets – non-Norwegian companies	-18,765	-5,717
Net capitalised deferred tax assets	-151,116	-146,852

NOTE 10 EQUITY**PARENT COMPANY**

	Share capital	Share premium account	Other equity	Total
Equity 1 Jan	909	356,250	466,766	823,925
Purchase of treasury shares	-9	0	-17,627	-17,636
Net profit for the year			302,822	302,822
Proposed dividend			-246,000	-246,000
Equity 31 Dec	900	356,250	505,961	863,111

GROUP

	Share capital	Share premium account	Other equity	Non-controlling interests	Total
Equity 1 Jan	909	356,250	1,425,006	127,097	1,909,262
Purchase of treasury shares	-9	0	-17,627	0	-17,636
Net profit for the year			372,768	36,597	409,365
Translation differences and other changes in equity			-55,241	8,059	-47,182
Proposed dividend			-246,000	-27,203	-273,203
Equity 31 Dec	900	356,250	1,478,906	144,550	1,980,606

NOTE 11 SHARE CAPITAL AND SHAREHOLDER INFORMATION

The company's share capital of NOK 909,000 comprises 303 shares, each with a nominal value of NOK 3,000.

All shares have equal voting rights (see Note 10)

OWNERSHIP STRUCTURE

	Office municipality	Shareholding
NorgesGruppen ASA	Oslo	45.55%
Banan II AS	Oslo	33.66%
Rema Industrier AS	Oslo	19.80%
Treasury shares	Oslo	0.99%

Banan II AS is controlled by Board Chair Kristian Nergaard and related parties.

NOTE 12 LONG-TERM LIABILITIES – SECURITY INTERESTS AND GUARANTEES

	PARENT COMPANY		GROUP	
	2021	2020	2021	2020
Liabilities maturing after more than five years	0	0	1,008,703	741,045
Liabilities maturing in less than five years	0	0	876,496	447,281
Debt to credit institutions, etc.	0	0	1,885,199	1,188,326
Liabilities secured by liens, mortgages, etc.				
Debt to credit institutions	0	0	1,513,492	839,292
Pension liabilities	84,072	80,269	84,072	80,269
Total	84,072	80,269	1,597,564	919,561

BAMA Gruppen AS has issued a negative pledge for its own and the Group's total exposure with DNB and Handelsbanken.

BAMA Gruppen AS has issued a property rental guarantee for the subsidiary Nyland Syd AS.

BAMA Nordic AB has agreed a multicurrency revolving drawdown facility totalling MNOK 600 together with BAMA Gruppen AS. The drawdown facility has a term of four years and matures on 13 December 2022.

If the principal amount outstanding at the maturity date is significant, the loan will be prolonged.

The companies that participate in the group account scheme are jointly and severally liable for a financial guarantee bond with a nominal value of MNOK 75.

Nyland Syd AS has granted a first-priority mortgage on real property and a security interest in receivables from BAMA Eiendom AS.

Kværnertomta AS has granted a first-priority mortgage on real property. BAMA Eiendom AS has guaranteed loans granted to Kværnertomta AS.

Larvik Løk AS has liabilities secured by operating equipment, trade receivables and inventory.

BAMA Logistikk AS has issued a transport guarantee in favour of Østfold County Council in the amount of 335.

BAMA Logistikk AS has issued a transport guarantee in favour of Telemark County Council in the amount of 747.

Sandvik Transport AS has issued a transport guarantee in favour of the Norwegian Public Roads Administration in the amount of 1,672.

BAMA Foods AB has issued a property rental guarantee in the amount of MSEK 22, which expires on 31 October 2027.

BAMA Storkjøkken Oslo AS has issued a transport licence guarantee in the amount of 249.

BAMA Storkjøkken Oslo AS has issued a payment guarantee in the amount of 8,000 to the Norwegian Agriculture Agency.

All guarantees have been issued under the framework granted to BAMA Gruppen AS and its subsidiaries.

Nature's Management B.V has also granted a security interest in future rental income from the company's properties, as well as balances with other companies in Nature's Group. The underlying agreements are contingent on unchanged ownership conditions.

Artic Sp. z o.o. has agreed a revolving drawdown facility in the amount of MEUR 3 secured against real property.

	PARENT COMPANY		GROUP	
	2021	2020	2021	2020
Book value of assets pledged as security				
Land and buildings	0	0	2,258,314	1,385,245
Machinery, equipment, etc.	0	0	23,628	44,220
Other current liquid investments	84,072	80,269	84,072	80,269
Receivables	0	0	632,310	517,069
Inventory	0	0	3,702	9,251
Total	84,072	80,269	3,002,026	2,036,054

NOTE 13 RESTRICTED FUNDS

The item bank deposits includes restricted funds amounting to 23,703 for the parent company and 65,763 for the Group.

NOTE 14 RELATED PARTIES

All transactions with group companies, associates and other related parties are conducted on commercial terms and principles.

The parent company's revenue derive primarily from the sale of goods and services to the subsidiaries.

The Group sells a significant volume of goods to some of its shareholders and their related companies.

NOTE 15 FORWARD CURRENCY CONTRACTS AND INTEREST SWAPS**Forward currency contracts**

The Group hedges material income and expense flows in foreign currencies through hedging transactions, primarily forward currency contracts.

The parent company has entered into forward currency contracts to reduce its financial exchange risk, primarily in respect of EUR and USD transactions. Unrealised losses amounted to MNOK 5.35. All forward contracts expire during the next accounting year.

Interest swaps

Nature's Management B.V. has long-term loans that are primarily at variable rates of interest and are therefore exposed to fluctuations in short-term interest rates. The company hedges long-term liabilities against fluctuations in interest rates through interest swaps, which convert variable interest rates to fixed interest rates.

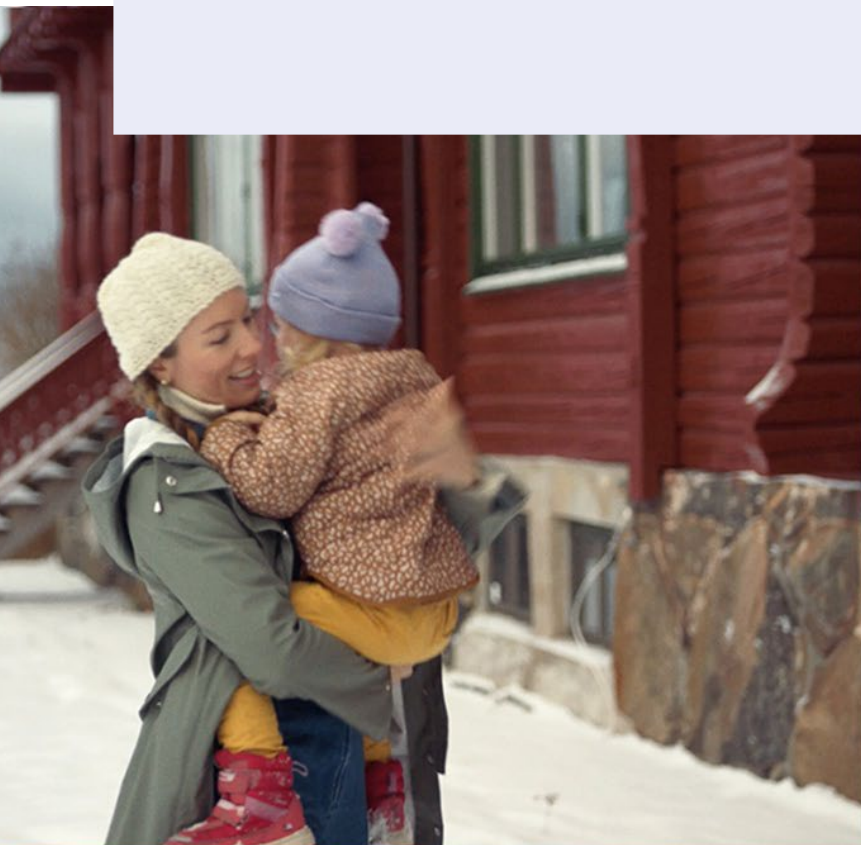
As at 31 December 2021, Nature's Management B.V. had two interest swaps with an aggregate fair value of EUR 9,831. The loan's variable interest rate is linked to three months' EURIBOR on a nominal loan amount of MEUR 63.6 at year-end. The interest swaps were entered into in 2020 and mature in June 2025. Realised losses in 2021 have been recognised in profit and loss. The unrealised loss on interest swaps will be carried forward to 2022 and will not be recognised in profit and loss until it has been finally realised.

NOTE 16 OTHER CURRENT LIQUID INVESTMENTS

	Cost	Book value 31 December
Money market	25,336	25,160
Nordic and Norwegian bonds	34,001	33,556
Nordic and Norwegian high-interest bonds	16,777	16,943
International shares	3,503	4,263
Currency-hedged international shares	2,963	4,149
Total other liquid investments	82,580	84,072

Financial instruments are recognised at fair value. Fair value is established in accordance with the observable value in the market on the reporting date.

AUDITOR'S REPORT





BDO AS
Munkedamsveien 45
Postboks 1704 Vika
0121 Oslo

Independent Auditor's Report

To the General Meeting in Bama Gruppen AS

Opinion

We have audited the financial statements of Bama Gruppen AS.

<p>The financial statements comprise:</p> <ul style="list-style-type: none"> • The balance sheet as at 31 December 2021 • The income statement for 2021 • Statement of cash flows for the year that ended 31 December 2021 • Notes to the financial statements, including a summary of significant accounting policies 	<p>In our opinion:</p> <ul style="list-style-type: none"> • The financial statements comply with applicable statutory requirements, and • The financial statements give a true and fair view of the financial position of the Company as at 31 December 2021, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.
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Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company as required by laws and regulations and International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Board of Directors and the Managing Director (management) is responsible for the other information. The other information comprises the Board of Directors' report and other information in the Annual Report, but does not include the financial statements and our auditor's report thereon. The other information in the Annual Report is expected to be made available to us after that date. Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Board of Directors.



Opinion on the Board of Director's report

Based on our knowledge obtained in the audit, in our opinion the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable legal requirements.

Responsibilities of the Board of Directors and the Managing Director for the Financial Statements

The Board of Directors and the Managing Director (management) are responsible for the preparation of financial statements that give a true and fair view in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting insofar as it is not likely that the enterprise will cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

For further description of Auditor's Responsibilities for the Audit of the Financial Statements reference is made to:

<https://revisorforeningen.no/revisjonsberetninger>

Oslo, 29 April 2022

BDO AS

Roger Telle -Hansen
State Authorised Public Accountant

Note: Translation from Norwegian prepared for information purposes only.



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