# *Link Top Holding A/S*

Vallensbækvej 51, DK-2605 Brøndby

Annual Report for 2024

CVR No. 39 86 06 35

The Annual Report was presented and adopted at the Annual General Meeting of the company on 10/7 2025

Claes Brønsgaard Pedersen
Chairman of the general meeting

# Contents

# Management's statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Link Top Holding A/S for the financial year 1 January - 31 December 2024.

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

In our opinion the Financial Statements and the Consolidated Financial Statements give a true and fair view of the financial position at 31 December 2024 of the Company and the Group and of the results of the Company and Group operations and of consolidated cash flows for 2024.

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

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

Brøndby, 4 July 2025

**Executive Board**

Anders Martin Martens
CEO

**Board of Directors**

| | | |
|---|---|---|
| Claes Brønsgaard Pedersen<br>Chairman | Anna-Lena Olsson | Mads Koch Jensen |

Henrik Bonnerup

# Independent Auditor's report

To the shareholders of Link Top Holding A/S

**Opinion**

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2024 and of the results of the Group's and the Parent Company's operations as well as of the consolidated cash flows for the financial year 1 January - 31 December 2024 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of Link Top Holding A/S for the financial year 1 January - 31 December 2024, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for both the Group and the Parent Company, as well as consolidated statement of cash flows ("the Financial Statements").

**Basis for Opinion**

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

**Statement on Management's Review**

Management is responsible for Management's Review.

Our opinion on the Financial Statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the Financial Statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Consolidated Financial Statements and the Parent Company Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement in Management's Review.

**Management's responsibilities for the Financial Statements**

Management is responsible for the preparation of consolidated financial statements and parent company financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Management is responsible for assessing the Group´s and the Parent Company´s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the Financial Statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

# Independent Auditor's report

**Auditor's responsibilities for the audit of the Financial Statements**

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

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

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group´s and the Parent Company´s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group´s and the Parent Company´s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the Consolidated Financial Statements and the Parent Company Financial Statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

# Independent Auditor's report

Hellerup, 4 July 2025

**PricewaterhouseCoopers**
Statsautoriseret Revisionspartnerselskab
*CVR No 33 77 12 31*

| | |
|---|---|
| Martin Lunden | Mads Blichfeldt Fjord |
| State Authorised Public Accountant | State Authorised Public Accountant |
| mne32209 | mne46065 |

# Company information

| | |
|---|---|
| **The Company** | Link Top Holding A/S<br>Vallensbækvej 51<br>DK-2605 Brøndby |
| | CVR No: 39 86 06 35 |
| | Financial period: 1 January - 31 December |
| | Incorporated: 14 September 2018 |
| | Financial year: 7th financial year |
| | Municipality of reg. office: Brøndby |
| **Board of Directors** | Claes Brønsgaard Pedersen, chairman<br>Anna-Lena Olsson<br>Mads Koch Jensen<br>Henrik Bonnerup |
| **Executive Board** | Anders Martin Martens |
| **Auditors** | PricewaterhouseCoopers<br>Statsautoriseret Revisionspartnerselskab<br>Strandvejen 44<br>DK-2900 Hellerup |

# Group Chart

| Company | Residence | Ownership |
|---|---|---|
| **Link Top Holding A/S** | **Brøndby, Denmark** | |
| Link Logistics A/S | Brøndby, Denmark | 100% |
| Linklog AB | Gothenburg, Sweden | 100% |
| Link Logistics AS | Sandnes, Norway | 100% |
| Link Logistics US Inc. | New Jersey, USA | 100% |
| Parcel4you A/S | Silkeborg, Denmark | 100% |
| Parcel4you Netherlands B.V | Giessen, Netherlands | 100% |
| Parcel4you Poland Sp. z.o.o. | Poznan, Poland | 100% |

# Financial Highlights

Seen over a 5-year period, the development of the Group is described by the following financial highlights:

| | Group | | | | |
|---|---|---|---|---|---|
| | 2024 | 2023 | 2022 | 2021 | 2020 |
| | TDKK | TDKK | TDKK | TDKK | TDKK |
| **Key figures** | | | | | |
| **Profit/loss** | | | | | |
| Revenue | 1,084,262 | 800,134 | 939,291 | 595,080 | 281,371 |
| Gross profit | 199,211 | 168,700 | 175,210 | 108,538 | 67,388 |
| Profit/loss of primary operations | -17,484 | -4,763 | 26,517 | 7,155 | -2,178 |
| Profit/loss of financial income and expenses | -13,536 | -8,252 | -4,786 | -2,460 | -3,387 |
| Net profit/loss for the year | -30,089 | -13,936 | 10,582 | -96 | -7,328 |
| **Balance sheet** | | | | | |
| Balance sheet total | 451,579 | 371,957 | 383,899 | 422,383 | 247,457 |
| Investment in property, plant and equipment | 1,644 | 4,117 | 2,230 | 1,954 | 3,799 |
| Equity | 105,333 | 128,095 | 144,834 | 135,466 | 91,546 |
| **Cash flows** | | | | | |
| Cash flows from: | | | | | |
| - operating activities | 27,371 | 23,917 | 35,371 | 15,013 | 12,641 |
| - investing activities | -63,983 | -22,469 | -19,809 | -97,140 | -4,416 |
| - financing activities | 53,531 | -5,433 | -18,808 | 81,356 | -6,912 |
| Change in cash and cash equivalents for the year | 16,919 | -3,985 | -3,246 | -771 | 1,313 |
| Number of employees | 300 | 253 | 217 | 180 | 95 |
| **Ratios** | | | | | |
| Gross margin | 18.4% | 21.1% | 18.7% | 18.2% | 23.9% |
| Profit margin | -1.6% | -0.6% | 2.8% | 1.2% | -0.8% |
| Return on assets | -3.9% | -1.3% | 6.9% | 1.7% | -0.9% |
| Solvency ratio | 23.3% | 34.4% | 37.7% | 32.1% | 37.0% |
| Return on equity | -25.8% | -10.2% | 7.6% | -0.1% | -7.7% |

The gross margin for 2024 is influenced by the strategic acquisition of Parcel 4 You that provides large volume Postal services, which has resulted in a more complete service offering to the group's customers.

# Management's review

## Introduction to Link Top Holding A/S

### Key activities

Link Top Holding A/S operates primarily as a holding company, managing a portfolio of subsidiaries. The key activities extend to active management and providing advisory services in financial management and strategic planning, supported by the ownership of Polaris Private Equity. This structure aims to foster growth and stability within the group.

The Group's main activity is to operate a market-leading logistic one-stop-shop concept, based on express and parcel shipments, supported by freight forwarding, warehousing and customized solutions. These activities are designed to meet all logistic needs efficiently and effectively.

### Services and main activities

Link Logistics, founded in 2002 and originally known as Universal FDX, has grown into a leading logistics provider with a clear vision: to change the marketplace for courier shipments, making logistics as simple and effective as possible. Renamed as Link Logistics in 2004, the company has expanded from our humble beginnings in courier shipments to a vast network encompassing Denmark, Sweden, Norway, USA, Poland, and the Netherlands. Following the ownership change to Polaris Private Equity in 2019, the company has leveraged additional resources and expertise, leading to significant strategic greenfield expansions and acquisitions, including Yoyo Global Freight in 2021, Tangen Logistics in 2022, and most recently Parcel4You in 2024.

Link Logistics is a global asset-light logistics business for high-end e-commerce and industrials. The Group is built on a strong promise to make logistics digital, simple, responsible, and based on exceptional service—a promise that has been kept throughout the years—not to lose weight but to gain weight.

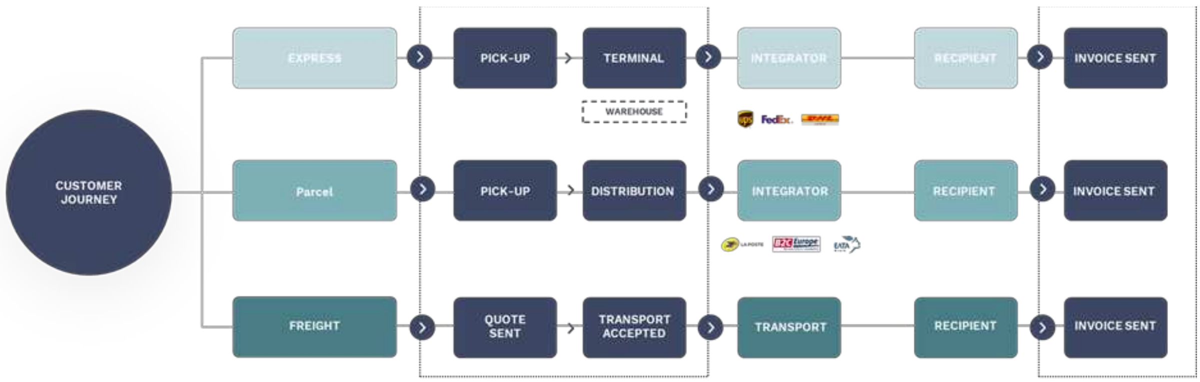
The upholding of this promise has delivered more than 1500 customers with seven years of customer stickiness and less than 5 % in churn. A long-term trusting customer relationship is the key element to our success.

### Business Model: One-stop-Shop

Link Logistics specializes in express and parcel services, supported by freight forwarding, providing customers with access to top carriers, competitive pricing, and exceptional customer service—all seamlessly integrated into one solution for all modes of transport.

To achieve this, we offer an innovative IT platform that serves as a single point of entry, streamlining operations, simplifying logistics management, and delivering market-leading support. This approach fosters strong client relationships and ensures high customer retention.

For eCommerce and industrial clients, we provide tailored logistics solutions customized to meet their specific needs. Our business model is a scalable, asset-light model that drives rapid growth with minimal capital investment, maximizing operational flexibility.



# Management's review

Regardless of a customer's need for express, parcel, or freight – air, road, or sea, our One-stop-Shop platform integrates the different flows and creates a seamless customer experience.

**Creating value through resilience**
In our business model, we secure value for our partners, customers, and investors, building strong relationships and foundations now and for the future.

**For our customers, we provide:**

- One-stop-shop enabled through own platform
- Multiple supplier options with attractive rates
- Market-leading pro-active customer service
- Ability to customize and meet customer needs

**For our investors, we provide:**

- Proven resilient business model
- Above market growth and Margins
- Asset light and scalable business model with low CAPEX requirement
- High customer stickiness and low churn

**For our carriers, we provide:**

- Consolidating smaller volumes to fill network
- Optimizing to a more effective first-mile concept

*Proven expansion strategy:* **Scalable growth through strategic acquisitions and greenfield investments**
Expanding capabilities through strategic acquisitions and greenfield investments, continually enhancing market reach and service offerings. Seamless integration across all expansions ensures consistency while maximising value creation and synergies.

### A people business

For Link it is vital to recognize and acknowledge the main drivers behind our success: our employees. We want to thank each member of the Link family for their hard work and dedication in 2024. This year has been full of challenges and learning experiences, but the most important takeaway is the reminder that our strength lies in our people. Our business thrives on the contributions of our team, supported by practical digital tools and a flexible approach to our work and customer service. The commitment and adaptability of our employees have been key to navigating the past year, proving that our collective efforts are what drive us forward.

## Financial performance and outlook

### Development in the year

In 2024, the logistics market and industry were challenged by volatile demand, which has triggered higher competitive intensity creating pressure on margins. Nevertheless, Link Logistics experienced a strong end-of-year revenue performance in Q4.

Early in 2024 Link Top Holding A/S acquired Parcel4You, which strategically complimented the group’s overall services- and product-offerings to the market and our customers. Parcel4You has had a significant positive effect on both revenue and earnings in 2024.

Customer churn was generally higher than normal, driven by more bankruptcies and due to operational relocations to other countries. However, Link has built and maintained a strong customer pipeline, which not only off-setted the higher churn but also contributed to revenue growth and will continue to do so moving forward.

Investments in IT infrastructure continued - enabling rollout of various initiatives as well as developing a state-of-the-art customer platform which helped customer acquisition and onboarding as well as support and grow a strong customer pipeline.

Key changes to both senior management and board of directors were implemented during 2024 to further improve capability to support and execute key strategic initiatives.

The income statement of the Group for 2024 shows a loss of TDKK 30,089, and on 31 December 2024 the balance sheet of the Group shows equity of TDKK 105,333.

The income statement of the Parent Company for 2024 shows a loss of TDKK 28,269, and on 31 December 2024 the balance sheet of the Parent Company shows equity of TDKK 116,222.

The total revenue was 1,084 mDKK corresponding to index 136 compared to 2023. The expectations for 2024 were a Group revenue of 1,100 mDKK – index 99.

The Gross Profit (SG&A expenses and Other operating income excluded) was 276 mDKK in 2024 corresponding to index 118 compared to 2023. The expectations for 2024 were a Group Gross Profit of 307 mDKK – index 90.

The EBITDA (excluding any non-recurring items 9.9 mDKK) was 40.1 mDKK corresponding to index 98 compared to 2023. The expectations for 2024 were a Group EBITDA of 80 mDKK – index 50.

Non-recurring items should mainly be attributed to management restructuring and external counseling regarding M&A and capital structure.

The growth in revenue and Gross Profit can be attributed to both the acquisition of Parcel4You as well as organic growth in the company’s continuing activities. However, the growth in both revenue and gross profit did not materialize into EBITDA-growth due to continued investments in both digital infrastructure and human capital to support future long-term growth.

## Development in the markets

Overall Link Top Holding A/S experienced a growth in revenue, with approx. 65% of the growth deriving from the acquisition of Parcel4You and the remaining 35% from organic growth deriving from a widespread growth in our product- and services portfolio. Gross profit grew accordingly with 39% deriving from the acquisition of Parcel4You and the remaining 61% from organic growth. However, EBITDA remained at the same level as 2023, primarily due to continued investments in our IT infrastructure and salary cost to support stronger future growth.

The Swedish entity managed to grow revenue significantly, primarily within courier and air, resulting in an improvement in Gross Profit as well, while EBITDA dropped mainly due additional employee costs to maintain growth as well as a new terminal in Stockholm.

In Norway, the entity managed to grow the total business in 2024. Both revenue, Gross Profit and EBITDA grew organically primarily driven by growth within the courier and road segments.

The US entity also secured organic growth in both revenue, Gross Profit and EBITDA, primarily contributed to strong performance with the courier and air segments.

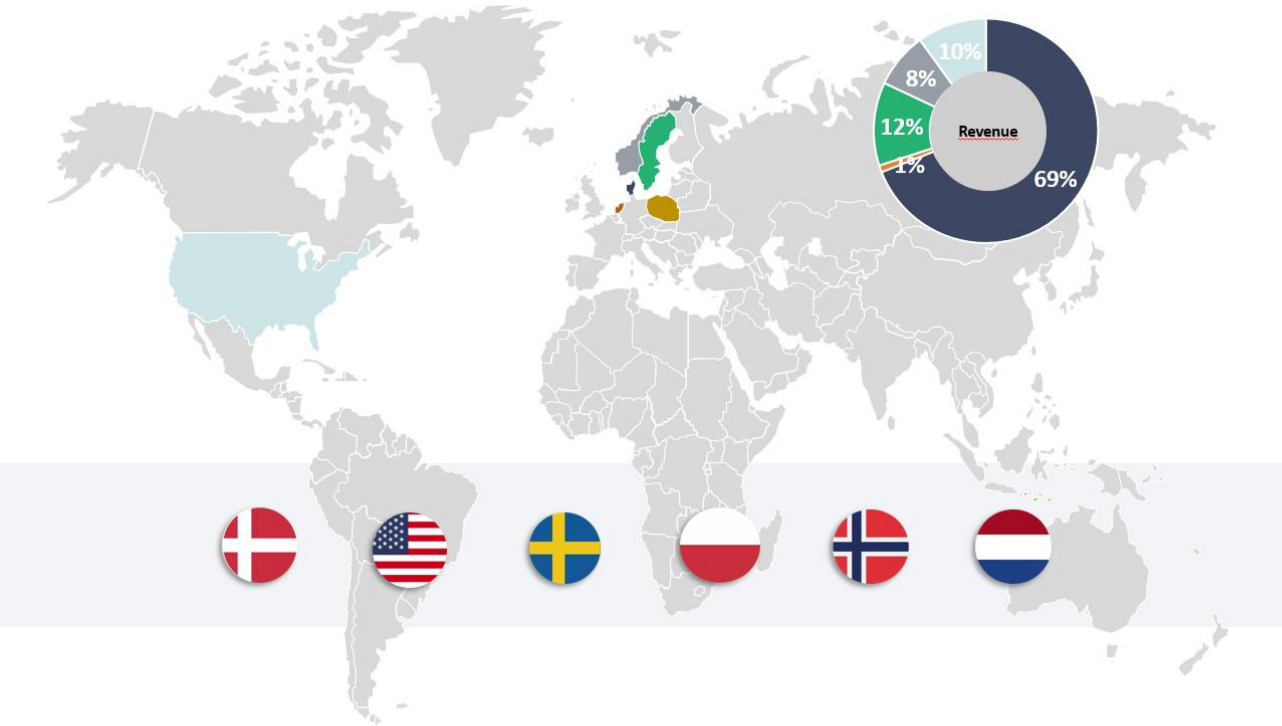
Parcel4You had its first operational period under Link ownership after the acquisition 5. March 2024. During this period Parcel4You has also shown significant growth in revenue in lower-margin market, resulting in both a Gross Profit and EBITDA improvement compared to 2023.

# Management's review

## Geographical footprint

Link Logistics operates under own brand and is represented in Denmark by five offices and sorting terminals respectively in Copenhagen, Odense, Fredericia, Aarhus and Aalborg. In Sweden Link Logistics operates from two terminals in Gothenburg and Stockholm and in Norway the operation is run from offices in Oslo, Porsgrunn, Bergen, Sandefjord and Stavanger. Finally in the US, Link Logistics operates from our terminals in New Jersey, New York (JFK-airport), and Miami respectively.

The acquisition of Parcel4You has added geographical presences in Denmark (Silkeborg), Poland (Poznan) and The Netherlands (Amsterdam) operating under a "LinkParcel4You" co-sanctioned brand.




# Market Outlook

## Assumptions for the 2025 financial outlook

At the entrance of 2025, we expect a continued expansion in the industry, resulting in a smaller but stable growth in activity.

The macroeconomic conditions that characterize the current period have been handled from a partially conservative point of view, but still in the light of ambitions and realism. The outlook for 2025 is based upon assumptions and estimates that, while prepared with numerical specificity and considered reasonable, are inherently subject to future macroeconomic and geopolitical development.

## Targets and focus areas in 2025

The 2025 budget is expected to reach a total revenue of approx. 1.2-1.3 bDKK and an EBITDA between 50-75 mDKK.

No further expansions, new projects or new markets are included in the budget. We still have significant ambitions in expanding our business both organically and by acquisitions and green field expansions, but these cases or projects will be handled on a case-by-case basis and are therefore not factored in in the 2025 budget.

# Management's review

In 2025, the focus will be on continued optimization of existing business, continued integration of acquisitions, and onboarding of new customers, as well as the pursuit of relevant new acquisition opportunities.

Examples of top priority focus areas in 2025:

- Focus on leveraging investments in our IT infrastructure and the robust sales pipeline while also driving cross sales within our product and services portfolio in all markets.
- Cultivate a culture that prioritizes exceptional service and embeds a customer-first mindset throughout the organization.
- Optimize the SG&A cost base while improving ongoing reporting capabilities and business intelligence to drive efficiency and informed decision-making.

## Capital resources

As of 31 December 2024 the Group's balance sheet shows current liabilities of 260 mDKK against current assets of 238 mDKK, Despite the Group's net current liability position the Group's liquidity is strong. The Group generated operating cash flows of 27 mDKK despite the challenging market conditions in 2024. After the balance sheet date the Group has been working with different initiatives to improve the cashflow by optimizing working capital.

# Management's review

## Statutory statement on corporate social responsibility in accordance with section 99a of the Danish Financial Statements Act

### Business model

A detailed description of our business model can be found in the introductory section entitled “Business Model – One Stop Shop” on page 8-9.

### Our commitment to sustainability

In 2020, sustainability became a focal point in our business model and has since gained increasing prominence within our organization. Over the past years, sustainability has transitioned from a mere operational consideration to a strategic cornerstone in our organizational promise and 2025 ambition. In alignment with our commitment to innovative solutions, sustainability has seamlessly integrated into our core business operations, reflecting our dedication to environmental responsibility and sustainable practices.

Our journey towards sustainability is more than a commitment – it reflects our dedication to our customers and our planet. By embedding sustainability in our business model, we are not only enhancing our services but also contributing positively to the global sustainability agenda.

### Our presence – cross border sustainability

In connection with our large expansion and focus, we are conscious of the increasing impact our growing company has internationally. In 2023, Link Logistics defined and implemented a strong strategy for cross-border sustainability. By conducting detailed impact assessments in all our countries, we aim to foster accountability and acquire deeper insights into our operations. Compiling and analyzing this data will not only enable us to understand our global impact better but also leverage learnings from different regions to enhance our overall sustainability approach.

When acquiring companies or adding branches to the Link family, there is a ready plan for and focus on making sure that the add-ons come up to speed with our sustainability work.

### Policies

At Link Logistics, we are committed to conducting our business in a responsible, sustainable, and ethical manner. Our four key policies: Sustainability Policy, Code of Conduct for Employees (CoCE), Business Relationships Code of Conduct (CoC), and Diversity & Inclusion Policy, serve as the foundation of our organizational culture. They guide how we approach social, environmental, and economic challenges, ensuring that our actions align with international principles of human rights, and responsible business practices. These policies not only set clear expectations for our employees, business relationships, and stakeholders but also help us achieve our long-term goal of being a trusted and responsible partner in the logistics industry. Together, they reflect our dedication to running a sustainable organization where all individuals and the planet thrive.

In 2024, three of our policies were scheduled for review. However, to streamline the review process and align it with other internal evaluations, we have decided to postpone the review to Q1 2025. This approach will allow all sustainability policies to be reviewed in the same year, establishing a consistent cycle where they will be revised bi-annually moving forward.

#### Policy on Sustainability

Link Logistics is committed to conducting business responsibly, ensuring credibility and security for both customers and suppliers while contributing to a more sustainable future. Since 2021, we have aligned our operations with the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises, focusing on human rights, environmental sustainability, and economic responsibility.

# Management's review

The policy emphasizes compliance with local regulations and the rule of law, along with managing potential negative impacts on human rights, the environment, or the economy. Regular impact assessments will be conducted to prevent or mitigate adverse effects. If impacts occur, we will take corrective actions and provide remedies.

All our employees are encouraged to support these efforts and report any issues related to human rights or environmental impacts, as outlined in the Code of Conduct. Similarly, business partners are expected to adhere to the same standards and promptly report any serious adverse impacts.

**During 2024:**

In 2024, we began actively working with the implementation of the Corporate Sustainability Reporting Directive (CSRD), marking a shift from sustainability as a "nice-to-have" to a "need-to-have" further embedding sustainability in our core business practices. While we may not be required to implement the CSRD, the framework has provided us with valuable tools to enhance our sustainability approach. Throughout this process, we have maintained our dedication to the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, which continue to form the foundation of our sustainability efforts. Moreover, we reassessed our four impact assessments to ensure continued relevance and coverage of country-specific impacts.

**Moving forward:**

While we may not be required to implement the CSRD, the framework has provided us with valuable tools to enhance our sustainability approach. Moving forward, we will continue to apply the insights gained from our assessments, integrating them into our strategic decision-making and sustainability initiatives. By proactively aligning with best practices, we are strengthening our ability to create long-term value while addressing environmental and social challenges. Additionally, we will conduct a separate impact assessment for our newest acquisition, Link Parcel4You, as a part of the integration of its operations into our sustainability work.

Link to full policy: [https://linklog.com/en/sustainability-governance/](https://linklog.com/en/sustainability-governance/)

### Code of Conduct Business Relationships

This Business Relationship Code of Conduct (CoC) outlines the expectations for responsible business practices among our business relationships, including suppliers and partners. We require that all partners meet internationally recognized standards for human rights, environmental sustainability, and economic integrity, as defined by the UN Guiding Principles on Business and Human Rights (UNGPs) and OECD guidelines. This includes managing risks related to adverse impacts on human rights, the environment, and economic sustainability, and ensuring access to remedy for affected stakeholders.

Business relationships are expected to adopt a policy commitment, establish a due diligence process, and regularly assess potential risks in their operations. Additionally, they are expected to communicate their findings and actions to relevant stakeholders, including Link Logistics, if potential risks are found. If severe adverse impacts are identified, business relationships must take immediate action to address and mitigate these impacts. Link Logistics also requires that these standards be extended to their own business relationships.

This CoC is a key part of Link Logistics' commitment to responsible business conduct, aiming to ensure ethical practices and sustainable development throughout our supply chain.

**During 2024:**

Our code of conduct for Business Relationships has been used in communication with both potential and actual customers. This code has proven especially valuable in customer inquiries related to sustainability, helping us align with customer expectations, clarify our values and demonstrate our approach to responsible business conduct. By referencing the code in sustainability-related inquiries, we ensure transparency, foster trust, and reinforce our dedication to long-term partnerships.

**Moving forward:**

In 2025 we will investigate how we can include our code of conduct for business relationships as a standard element when approaching new customers and in onboarding processes. This aims to ensure consistent communication of our values and sustainability expectations from the outset.

Link to full policy: https://linklog.com/en/sustainability-governance/

## Code of Conduct for Employees

The Code of Conduct for Employees (CoCE) sets clear expectations for how employees should align with our commitment to social, environmental, and economic sustainability. This CoCE emphasizes the importance of complying with laws, maintaining ethical behavior, and fostering a respectful and inclusive workplace. It covers key areas such as non-discrimination, safe working conditions, privacy rights, and the right to equal opportunities, ensuring that all employees are treated fairly and with respect.

Employees are expected to contribute to both individual and collective efforts in promoting sustainability, including minimizing environmental impact, reducing waste, and adhering to ethical practices in business operations. The CoCE also outlines responsibilities related to reporting grievances and maintaining transparency within the organization. Additionally, employees must ensure they do not engage in any form of bribery, corruption, or unfair practices, and are encouraged to raise concerns if they observe any violations of CoCE.

This CoCE supports Link Logistics' broader commitment to creating a responsible and sustainable work environment, empowering employees to act in accordance with our core values.

**During 2024:**

The code of conduct for employees is attached to the contract of every new employee across all Link locations. This ensures a clear and shared understanding of expected behavior and sustainability practices at Link Logistics from the very beginning of their employment. We have started publishing training articles on our internal communications sites, to further train our employees in Sustainability topics aligning with the contents of the Code of Conduct.

**Moving forward:**

In 2025, we will explore ways to further educate Linkers on ethical behavior, sustainability, and compliance with our Code of Conduct, strengthening awareness and accountability across the organization.

Link to full policy: https://linklog.com/en/sustainability-governance/

## Diversity and Inclusion Policy

Link Logistics’ Diversity & Inclusion Policy outlines our commitment to fostering a diverse and inclusive workplace where all employees feel valued, respected, and empowered. We believe that diversity and inclusion are critical drivers of innovation and success, and we are dedicated to promoting equal opportunities for all, regardless of race, gender, sexual orientation, nationality, religion, or any other characteristic.

This policy emphasizes the importance of creating a work environment free from discrimination, harassment, and bias. It encourages open dialogue, mutual respect, and the celebration of diverse perspectives. We are committed to advancing gender equality, offering equal opportunities for promotion, and ensuring a fair and inclusive approach to recruitment and development.

Additionally, the policy sets out ongoing efforts to address unconscious bias, support work-life balance, and provide opportunities for personal and professional growth. Link Logistics is committed to continuously improving our diversity and inclusion practices, ensuring they align with global standards and contribute to a positive, inclusive culture within the organization.

# Management's review

**During 2024:**

We actively advanced our Diversity & Inclusion agenda through several key initiatives. These included adopting a gender-neutral approach to recruitment, strengthening our HR business partnering strategy, and embedding Diversity, Equity and Inclusion (DEI) into ongoing dialogues with hiring managers and employees. Additionally, our Diversity & Inclusion Policy has been regularly referenced in supplier assessment processes, supporting our commitment to inclusive practices across the value chain.

**Moving forward:**

In 2025, we will continue building a more inclusive and sustainable workplace by strengthening our focus on diversity, equity, and inclusion. This includes advancing gender-neutral recruitment, supporting fair and equal compensation, and ensuring every employee can thrive. We are also committed to enhancing leadership capabilities and maintaining a strong organizational culture that promotes engagement, well-being, and long-term success.

Link to full policy: https://linklog.com/en/sustainability-governance/

## Materiality Assessment

Link Logistics has identified risks across five key areas through a comprehensive Impact Assessment conducted for Denmark, Sweden, Norway, USA and for Link Parcel4You, including Poland and The Netherlands. These assessments, carried out in collaboration with Global CSR® and using their due diligence platform, align with the UN Guiding Principles for Business and Human Rights and the OECD Guidelines for Responsible Business Conduct. The insights from these assessments have allowed us to identify critical risk areas based on their potential impacts, which will guide our risk management strategy.

**The identified key risk areas:**

1. Climate Action – focusing on GHG emissions
2. Environmental impact of own pickup fleet
3. Employee Health & Safety
4. Diversity & Inclusion
5. Bribes, Gifts and Nepotism

**Climate action**

As Link Logistics operates in a complex global supply chain, the risks tied to climate change such as natural catastrophes, extreme weather events, disruptions to transportation networks and regulatory change pose significant threats to our operations. It is therefore essential to proactively minimize our environmental footprint and address these potential risks to safeguard against their future impacts. As a logistics company dedicated to working towards a more sustainable future, we acknowledge that climate-related challenges not only impact the reliability of our services but also require us to take proactive steps to reduce our environmental footprint. Effectively addressing climate risks is essential for building resilience, ensuring long-term viability, and aligning with global sustainability standards, all of which are vital for the continued success of our business in an ever-changing climate.

**Environmental impact of own pickup fleet**

The environmental impact of our fleet is another identified risk area, as the carbon emissions produced contribute to climate change, air pollution, and the overall health of the environment. With evolving regulatory requirements and shifting societal expectations towards sustainability, the need to manage and reduce the environmental impact of our fleet becomes even more crucial. By addressing this key risk, we not only contribute to environmental conservation but also strengthen the resilience and long-term viability of our operations in an increasingly eco-conscious business landscape.

# Management's review

**Employee health & safety**

Employee health and safety is a top priority for Link Logistics, reflecting our deep commitment to the well-being of our workforce. Recognizing it as a key risk area emphasizes the importance of maintaining a secure and healthy work environment. The well-being of our employees is essential for fostering a productive and engaged team. Mitigating this risk is not only a legal and ethical responsibility but also a strategic investment in our most valuable asset: our people, who are vital to our success. Through rigorous safety protocols, training programs, and proactive measures, we strive to protect our employees, cultivate a culture of well-being, and ensure the continued success of our operations.

**Diversity & Inclusion**

"Diversity and inclusion" have been identified as a key risk area for Link Logistics, given their strategic importance in cultivating an inclusive workplace culture. Recognizing this as a risk highlights the potential challenges in maintaining a diverse and inclusive environment, which is essential for driving innovation, creativity, and overall organizational success. Failing to address diversity and inclusion effectively could lead to reduced employee engagement, hinder talent attraction, and weaken collaboration. Link Logistics understands the critical role diversity plays in our success and is committed to proactively managing this risk by fostering an inclusive culture, ensuring equal opportunities, and continuously improving our diversity initiatives across the organization.

**Bribes, gifts and nepotism**

"Bribes, gifts, and nepotism" have been identified as key risks for Link Logistics due to the nature of our business model. Operating in close partnership with numerous large companies, we rely heavily on these relationships, which can create pressures where benefits might be pursued through unethical means, including bribery. Link Logistics maintains a zero-tolerance policy on corruption, and relevant staff, such as those in accounting, procurement, and management, are thoroughly informed on this policy. We have not recorded any incidents of corruption in recent years.

Additionally, there may be occasions where substantial gifts are exchanged, which could potentially influence business decisions. To mitigate this, we strictly prohibit employees from accepting gifts that could be seen as compromising integrity. Our staff manual provides clear guidelines on how to appropriately handle gifts and related situations.

Link Logistics also employs staff and works with partners and contractors who may have personal connections with current employees. To reduce the risk of nepotism and cronyism, we have implemented specific procedures and protocols in our staff manual. Furthermore, our procurement procedures are reviewed and updated annually, with approval from senior management.

Our Code of Conduct for Business Relationships and the Code of Conduct for Employees provide clear guidance on the expectations around anti-corruption, bribery, and ethical business practices, ensuring that all stakeholders are aligned with our commitment to integrity and transparency.

## 2024 – An impactful year in Link's sustainability journey

As we continue to drive sustainability forward, 2024 marks an impactful year in our sustainability journey. Our approach remained rooted in transparency, continuous data improvement, and proactive adaptation to evolving regulatory landscapes. This year, we focused on three key areas: Operational efficiency, Growing Customer Engagement & CSRD, thus strengthening our ESG framework and reinforcing our commitment to responsible business practices.

First, we remained committed to maintaining and enhancing our operational ESG initiatives. Waste management continues to be a key focus, with efforts to reduce, recycle, and optimize waste streams. Our Green Runner Network played a crucial role in improving efficiency and reducing the environmental impact of waste produced at their locations. Additionally, we continuously refine our data collection and management processes to ensure accuracy, reliability, and actionable insights that support our sustainability objectives.

Second, we recognize the growing importance of customer engagement in Sustainability matters. We are strengthening the collaboration with our sales teams by providing direct support for customer inquiries, completing sustainability questionnaires, and actively participating in customer meetings. This engagement ensures that we effectively communicate our sustainability initiatives and demonstrate our commitment to responsible and sustainable business practices, as well as engage in conversation about our customers' needs and demands for sustainable solutions. Working towards a more sustainable future is a shared effort with all stakeholders in the value chain, and more opportunities can be explored thought frequently engagement with business partners while it also increases knowledge sharing for both parties.

Finally, we prioritized the integration of the upcoming EU Corporate Sustainability Reporting Directive (CSRD). This regulation represents a significant shift in sustainability reporting, requiring enhanced disclosure on ESG performance and its impact. We have been actively preparing for these changes by aligning our internal processes, strengthening data governance, and ensuring a seamless transition to the new reporting standards.

Given the postponed alignment of the CSRD and the potential that future compliance may not be required, we have nonetheless found significant value in leveraging the framework to enhance our sustainability approach. We will continue to incorporate insights from our Double Materiality Assessments into our strategic decision-making and sustainability initiatives. By proactively aligning with best practices, we are reinforcing our commitment to long-term value creation while addressing critical environmental and social challenges

Our commitment to moving beyond compliance, upholding high quality in our operations, and strengthening customer collaboration will continue to drive our sustainability progress in 2025 and beyond.

## Environmental

### Science-Based Targets initiative

Following the approval of our near-term targets by the Science Based Targets initiative (SBTi) in 2023, we have placed a strong emphasis on enhancing data quality and expanding our ESG metrics. As data quality has significantly improved since 2022, we identified that natural gas consumption had previously been omitted from reporting, and pick-up vehicles were misclassified. Additionally, our continued business growth has led to increased activity and a higher number of kilometers driven. These factors contributed to a 122% increase in Scope 1 emissions. In contrast, Scope 2 emissions decreased by 57%, resulting in an overall emissions increase of 44% compared to our 2022 baseline.

Looking ahead, we will continue to focus on reducing our environmental impact by transitioning our pick-up fleet into electric vehicles, reducing energy consumption and promoting electric and hybrid company cars.

### Greener location choice

As part of our growth journey, we continue to open new sites and expand into larger spaces. In 2024, we embedded sustainability into our site selection process, evaluating energy efficiency, use of sustainable materials, indoor environmental quality, waste infrastructure, and access to green transport. While not every location can meet all criteria, each decision considers long-term adaptability and alignment with Link's sustainability goals.

A great example is our new location in Stockholm. The site was chosen with energy efficiency and future potential in mind, including EV charging and possible solar installation. This move reflects our commitment to combining operational growth with environmental responsibility.

### Energy Attribute Certificates

In 2024, we continued our commitment to reducing our environmental footprint by purchasing Energy Attribute Certificates (EACs) to support the global transition to renewable energy. In Denmark and Norway, our electricity consumption was fully covered by hydropower and wind, while our Odense office generated 22,467 MWh via rooftop solar panels. In Sweden, higher-than-expected electricity consumption at the expanded Stockholm facility resulted in a 52,7 MWh increase over our initial purchase. In the U.S., 78% of our electricity use was sourced from renewables, due to underestimating. Our goal remains to cover 100% of our total electricity consumption with EACs annually, and we are working to enhance our forecasting to better align with actual usage.

### Commuting

The proportion of electrified company-leased private cars continued to rise in 2024, now exceeding 80%. The broader societal shift toward electric mobility is also evident within our workforce. Over the past year, the proportion of employees driving electric or hybrid vehicles has increased from 31,8% to 41%, reflecting a 10% shift away from diesel and gasoline-powered vehicles. To further support this transition, we continue to implement initiatives such as providing charging infrastructure at our locations, encouraging the adoption of electrified and hybrid company vehicles and promoting greener commuting habits across our workforce.

### Upstream transportation

The acquisition of Link Parcel4You in 2024 strengthened our operations and expanded our transport network across Denmark, the Netherlands, and Poland, leading to a significant increase in parcel volume. Despite this growth, emissions from courier and postal services rose only modestly due to the predominance of lightweight shipments and continued reliance on road transport. In contrast, freight forwarding emissions increased by 89%, driven by a 131% rise in air freight activity, reflecting the growing demand for rapid deliveries. While we have limited direct influence over Scope 3 emissions, improved data quality has enhanced our ability to identify reduction opportunities. Moving forward, we will focus on operational efficiencies, collaboration on low-emission transport solutions, and targeted initiatives to reduce our Scope 3 footprint while maintaining service quality.

## Social

### Diversity, Equity & Inclusion

In 2024, we made significant strides in supporting all employees, regardless of background, health status, or personal circumstances. We enhanced support for employees facing chronic illness or family health challenges through collaboration with public authorities and tailored workplace adjustments, enabling them to remain connected to the labor market. To further promote inclusiveness, we strengthened our HR Business Partnering strategy, incorporating DEI into second-round interviews and ongoing manager dialogues. This has fostered a more inclusive and cohesive work environment, ensuring our values are reflected throughout the employee journey.

### Gender Equality

Gender equality is a core value and one of our six sustainability KPIs, tracked at both employee and management levels. In 2024, our efforts focused on inclusive leadership, gender-neutral recruitment, and fair compensation. We proactively address gender imbalances by screening job postings for biased language and implementing targeted recruitment strategies, resulting in a more diverse applicant pool. DEI-related questions in our employee engagement survey confirmed our progress. Guided by the UN Women’s Empowerment Principles and the Gender Gap Analysis tool, we improved our score from 24% to 32%, advancing from the 'Beginner' to 'Improver' category. We remain committed to further advancing gender equality across all levels.

### Engagement survey

In 2024, we launched our first employee engagement survey to better understand overall satisfaction and identify areas for improvement. With an 82% response rate, the results revealed strong motivation, a high degree of recognition, and trust in leadership. Notably, 95% of employees reported feeling motivated, empowered, and recognized in their roles, and many expressed positive views on job security and work-life balance. However, the survey also highlighted areas for improvement, particularly around workload and stress, with 44% often working at a high pace and 23% frequently working overtime.

In response, the Senior Management Team collaborated with managers across the organization to develop local action plans aimed at ensuring all teams feel supported and valued. These initiatives form part of an ongoing effort, with a follow-up survey planned to track progress and refine our approach further.

## ESG KPIs

### KPI 1 – Climate Action

For our climate action KPI we track our Scope 1, 2 and 3 according to the GHG protocol. We have also set science-based targets for Scope 1 & 2 validated in 2023.

**Main target(s):**

- Reducing absolute scope 1+2 by 42%, by 2030, compared to a 2022 baseline.

In 2024 our emissions in scope 1 and 2 increased by 44% due to reclassification of pick-up vehicles, inclusion of gas consumption and longer distances driven in pickups. However, it is important to note that due to updates in our 2024 methodology, the data is not fully comparable to the 2022 baseline. Nevertheless, our commitment to reducing our environmental footprint remains unchanged. We continue to include incentives and reasoning for choosing more sustainable options, when picking a private company vehicle and Link employees can therethrough act in helping our company reduce its carbon footprint. By the end of 2024 81,4% of our private company cars were electric- or hybrid vehicles exceeding our 2025 target. We still have a few gasoline and diesel vehicles and will therefore remain committed to our incentives and reasonings for choosing a more sustainable car. Additionally, with our new Stockholm location, we now have another Link location where car chargers are available both for employees and visitors.

In 2024, a total of 775 MWh of renewable energy was purchased through EAC’s covering 85% of Link’s total electricity consumption. We purchase certificates for the expected amount of electricity needed in each country of operations; this year resulted in a mixture of hydropower and wind.

### KPI 2 – Gender Equality

We are committed to ensuring that all employees are treated equally, to have the same opportunities for development, and for nobody to experience discrimination. To be friendly is a part of our values, and essentially, this includes avoiding any kinds of biases against each other, along with gender biases. Therefore, an equal work environment is a top priority and is part of our six KPIs.

**Main target(s):**

- Increasing the underrepresented gender in extended management (EMG) to 40% by 2025.
- Increasing the underrepresented gender in the company to 40% by 2025.

In 2024, we met both of our gender equality targets, with women representing 46.2% of our total workforce and 40.7% at the EMG level. Our efforts focus on inclusive leadership and gender-neutral recruitment by screening job ads for bias and collaborating with managers to improve diversity where needed. A key initiative was using gender-inclusive language in service department job posts, which increased both the number and quality of applicants.

We continue our work with The Women’s Empowerment Principles (WEP), showing progress since 2022, moving from beginner (24%) to improver (32%). Additionally, we have incorporated DEI questions into our employee survey to identify disparities. The 2024 survey results show positive progress, and we will continue to prioritize diversity, equity, and inclusion.

# Management's review

## KPI 3 – Employee Turnover

At Link, we want our employees to feel valued, motivated, and excited about their work. We believe a positive environment brings out the best in people, which is why we focus on fostering innovation, adaptability, and engagement—values that shape who we are in Link. By creating a great place to work, we help our employees grow, thrive, and contribute to Link's success.

**Main target(s):**

Employee turnover

- Full-time 15% by 2030.
- Part-time 25% by 2030.

We have made considerable progress in lowering our part-time employee turnover, decreasing from 49,02% to 38,46%. The improvement is primarily due to a higher number of warehouse employees in Copenhagen transitioning to full-time roles or working more hours, resulting in increased retention. However, turnover may stay high as many part-time roles are filled by students who leave after graduation.

We remain below our 2030 target for full-time employees with a turnover rate of 14,42% for 2024. And our employee engagement survey yielded an impressive response rate of 82% and a general satisfaction of 95%, as our employees feel motivated and recognized for their work and feel like they have a good amount of influence over their work.

## KPI 4 – Environmental impact of controlled pickup vehicles

As an additional contributor to climate action and our KPI 1, Link is committed to reducing its environmental impacts from controlled pickup vehicles. This KPI helps our scope 1+2 reduction journey as well as put focus on greener transportation options in pickups performed by Link controlled vehicles.

**Main target(s):**

- Reducing emissions from own pickup fleet by 50% compared to the 2022 baseline by 2030.

In 2024 we improved our data quality in scope 1 with more knowledge on our pickup vehicles forcing a reclassification of the vehicles in our baseline. This resulted in an increase in emissions by 203,5%, but a more reliable data foundation.

## KPI 5 - Waste Management

In 2024, Link continues to build on our waste management efforts, ensuring sustainable practices are fully integrated across all locations. With the foundation set last year, we are now focusing on improving efficiency, reducing waste, and exploring new ways to minimize our environmental impact. Our Green Runner Network remains key in driving awareness and engagement, making waste sorting a seamless part of daily operations in our offices, warehouses, and terminals. Through continuous collaboration, we are strengthening our commitment to responsible waste handling and a greener future.

**Main target(s):**

- Increase recycling percentage to above 70% by 2025, compared to a 2022 baseline.
- Increase recycling percentage to above 80% by 2030, compared to a 2022 baseline.

We receive waste data from our external waste management partners, detailing the volume of waste in various categories and the amount recycled. We remain above our 2025 target with a recycling percentage of 72%. Our Green Runners remain the key individuals in our waste management strategy making sure it runs smoothly at their individual locations. They help ensure that waste bins, sorting manuals and signage is visible and that their colleagues engage in our shared goals.

However, at the end of 2024 it was identified, together with the local Green Runners, that additional attention to Link's waste management scheme was necessary. Together a series of actions has been outlined and will be rolled out during 2025.

## KPI 6 – Employee Health & Safety

Over the past decade, global awareness of employee health has grown, highlighting the risks of unsafe work environments leading to absenteeism and long-term illness. At Link, we prioritize employee well-being and secure work environments all around to ensure a safe and healthy workplace for all.

**Main target(s):**

- Zero accidents leading to injury each year.
- Maintaining Zero fatalities each year.

In 2024 we lowered the number of accidents leading to injuries from 4 to 2. None of which were of serious character. This is an advance towards our goal but still shows room for improvement. We remain on target, with zero fatalities. Stronger national anchorage of work environment organizations has improved the overall work environment conditions in Link.

Link's national work environment organizations continue their excellent work, ensuring compliance with legislation while also incorporating employee input, concerns, and ideas into the management of our work environment.

## Link Logistics Metrics

**Environmental data descriptions**

All emissions calculations are made with the Footprint Firms carbon footprint tool ©.

Databases used are DEFRA, IEA, EPA & supplier specific emission factors.

Method: GHG protocol, operational control, and market-based method for results.

| Environmental | Unit | 2024 | 2023* | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|---|
| **GHG Emissions** | | | | | | |
| Total $CO2_e$ company | **t $CO2_e$** | 56.135,00 | 34.239,37 | 44.930,04 | 39.577,98 | 7.889,55 |
| Total $CO2_e$ pr. FTE | **t $CO2_e$** | 492,41 | 242,56 | 221,37 | 125,86 | 18,95 |
| Total scope 1 | **t $CO2_e$** | 73,81 | 72,57 | 171,57 | 64,75 | 51,87 |
| Total scope 2 | **t $CO2_e$** | 55.568,78 | 33.924,24 | 44.537,11 | 39.387,37 | 7.818,72 |
| Total scope 3 | **t $CO2_e$** | 195,67 | 135,23 | 207,05 | 219,88 | 83,05 |
| CO2 emissions in own pick-up cars | **t $CO2_e$** | 405,65 | 191,03 | 133,82 | 125,86 | n/a |
| **Avoided Emissions** | | | | | | |
| Renewable energy produced on site | **MWh** | 22,47 | 20,87 | 28,17 | n/a | n/a |
| **Energy consumption** | | | | | | |
| Total energy consumption | **MWh** | 3.568,48 | 2.449,39 | 2.282,36 | n/a | n/a |
| Electricity consumption | **MWh** | 909,55 | 721,87 | 687,98 | n/a | n/a |
| % of electricity covered by EACs | **%** | 85 | 98 | 30 | n/a | n/a |
| **Waste** | | | | | | |
| Total amount of waste | **Ton** | 232,26 | 195,08 | 214,65 | n/a | n/a |
| Percentage of waste recovered for recycling | **%** | 72,1 | 76,6 | 69,5 | n/a | n/a |
| **Water** | | | | | | |
| Water consumption | **$m^3$** | 4.281,29 | 1.118,47 | n/a | n/a | n/a |
| **Employee commuting** | | | | | | |
| Total $CO2_e$ across all transport modes | **t $CO2_e$** | 386,33 | 401,6 | n/a | n/a | n/a |
| Working from home | **t $CO2_e$** | 40,40 | 21,47 | n/a | n/a | n/a |

### Social data descriptions

Databases used: data is drawn from personnel and payroll systems in each country.

Method: All social data calculations are made based on the SFDR requirements and international standards for ESG reporting.

| Social | Unit | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|---|
| **Employees** | | | | | | |
| Total company | HC | 344 | 299 | 302 | 239 | 134 |
| Salaried employees | HC | 291 | 251 | 266 | n/a | |
| Part-time employees | HC | 53 | 48 | 36 | n/a | |
| Trainees | HC | 6 | 6 | n/a | | |
| **Gender Distribution** | | | | | | |
| All employees | % | 46,2 (F) | 43,1 (F) | 42,3 (F) | 42 (F) | |
| Senior Management | % | 16,67 (F) | 9,09 (F) | n/a | | |
| Extended Management | % | 40,7 (F) | 33,3 (F) | 32,1 (F) | | |
| **Gender Gap** | | | | | | |
| WEP – gender gap score | % | 32 | 28 | 24 | n/a | |
| Unadjusted Gender Pay Gap (excluding hourly paid) | % | 17,53 | 15,87 | 16,2 | n/a | |
| **Engagement** | | | | | | |
| Average seniority | Years | 3,88 | 3,7 | n/a | | |
| Full-time voluntary turnover | % | 14,42 | 14,43 | | | |
| Hourly-paid voluntary turnover | % | 38,46 | 49,02 | | | |
| Return after parental leave | % | 100 | 100 | 100 | n/a | |
| **Health & Safety** | | | | | | |
| Absenteeism rate (percentage of total working hours) | % | 2,51 | 2,96 | n/a | | |
| Number of work-related accidents | Qty | 2 | 4 | 1 | | |

### Governance data descriptions

Method: data is collected from IT systems and our third-party contractor handling our whistleblower scheme.

| Governance | Unit | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|---|
| | | | | | | |
| Board composition | HC (m/f) | 3/2 | 2/2 | 2/2 | 3/2 | 3/2 |
| - Of which independent / non-independent | HC | 3/2 | 3/1 | 3/1 | 3/2 | 3/2 |
| - Percentage of underrepresented gender in independent board members | % | 33,3 (m) | 33,3 (m) | 33,3 (m) | | |
| Data security breaches | Qty | 5 | 1 | 0 | 0 | 0 |
| Reports via whistleblower | Qty | 0 | 0 | 0 | 0 | n/a |

## Gender Representation in Link Logistics

Databases used: data is drawn from personnel and payroll systems in each country.

Method: All social data calculations are made based on the SFDR requirements and international standards for ESG reporting.

| Underrepresented gender | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Top management (board of directors)** | | | | | |
| Total members | 4 | 4 | 5 | | |
| Underrepresented gender in % | 50 | 50 | 40 | | |
| Goal in % | 50 | 50 | 40/60 split | | |
| Year for expected completion | Goal reached | Maintain an equal distribution | Maintain equal distribution* | | |
| **Other management levels** | | | | | |
| **Senior Management Team** | | | | | |
| Total members | n/a | 11 | 12 | | |
| Underrepresented gender in % | n/a | 9,09 (F) | 16,2 (F) | | |
| Goal in % | n/a | 15/ 30 | 15/ 30 | | |
| Year for expected completion | n/a | 2025 / 2030 | 2025 / 2030 | | |
| **Extended Management Group **** | | | | | |
| Total members | 28 | 30 | 27 | | |
| Underrepresented gender in % | 32,1 (F) | 33,3 (F) | 40,7 (F) | | |
| Goal in % | 40 | 40 | 40 | | |
| Year for expected completion | 2025 | 2025 | 2025 | | |

***Equal distribution in top management according to Erhvervsstyrelsens recommendations.**

****Extended management is considered as other management, as defined by Erhversstyrelsen. (SMT is a part of the EMG group)**

### Top Management

In 2024 two of our top management members stepped down, and we welcomed 3 new members to the board. We now have 5 members in top management and despite the changes, we maintain an equal gender distribution.

We will continue to ensure that we preserve an equal distribution in our top management, and follow the recommendations set forth by Erhvervsstyrelsen when changes in size or gender distribution changes.

### Other Management

As we have described before, one of our six KPIs are focused on creating and ensuring an equal work environment. During 2024 we reached our 2025 target of 40% of the underrepresented gender in extended management (other management).

## Corporate governance, ownership and capital allocation

### Risk Management and Governance

Risk management is a key part of Link's governance framework and plays an important role in ensuring a resilient and sustainable business. By adopting a structured and systematic approach, we manage operational and strategic risks separately while ensuring they continuously inform each other. This process enables us to effectively identify, assess, and mitigate risks in response to market and operational changes. Through proactive risk management, we support our strategic objectives while safeguarding the company's financial stability.

The Board of Directors holds ultimate responsibility for defining the company's risk management strategy, ensuring it aligns with corporate objectives and long-term value creation. The Strategy Board oversees compliance with internal policies and external regulations while evaluating the development of key risks. Day-to-day risk management is led by the Senior Management Team, who continuously monitors and mitigates risks to support operational resilience.

Managing risks on several levels:

We manage risks at multiple levels within the organization to ensure a suitable response to both immediate operational risks and broader strategic risks.

At a **strategic level**, risks that could impact long-term business objectives are assessed and addressed by the Board of Directors and Senior Management Team. Focus is on identifying potential threats and opportunities that may influence the company's overall direction and sustainability.

At an **operational level**, risks associated with daily business activities are continuously monitored and mitigated by our Internal Quality Board, which includes members of the Senior Management Team and operational management. This structure ensures that emerging risks are identified early, allowing for timely interventions to safeguard business continuity and maintain operational efficiency.

This approach allows us to continuously refine and enhance our risk management framework, ensuring we effectively address the diverse risks our global organization faces.

### Link Risk Assessment 2024

During 2024, we conducted a thorough evaluation of internal and external strategic risks. This process included an annual risk workshop with senior management and in-depth discussions with the Board of Directors. The assessment identified several key risk areas that could have a significant impact on Link's financial performance, strategic direction, and overall resilience.

As part of the 2024 risk assessment, we identified nine key risks. These risks have been evaluated based on their likelihood and impact, with mitigation strategies developed for those categorized as high or extreme, as they represent the most material risks to the organization. Our framework ensures that these assessments are revisited on a regular basis to adapt to emerging challenges and maintain a proactive approach to risk management. The risks are re-evaluated regularly to assess any changes in their materiality and ensure alignment with our long-term strategic goals.

### Material risks

**IT Stability**

**Risk Title:** IT Stability and Security
**Description:** Our operational efficacy heavily relies on the robustness, stability, and security of our IT systems. There is a risk of significant disruptions from system breakdowns or targeted cyberattacks, which could compromise our data integrity and service continuity for our customers. Ensuring the stability and security of Links IT infrastructure remains a priority to mitigate potential operational setbacks and safeguard stakeholder interests.

**Mitigation:**
To mitigate IT stability and security risks, we are executing a structured program focused on prevention, resilience, and response. Key actions include phasing out legacy systems, migrating to a secure, scalable infrastructure aligned with Microsoft best practices, and embedding a "Security First" culture across the organization. Regular external reviews, compliance based on ISO 27001 principles, and cybersecurity assessments support continuous improvement. Employee training and cyber insurance are in place, and we have initiated work on business continuity planning to reduce vulnerability and ensure rapid recovery in case of incidents. Our efforts are anchored in governance and operational routines, ensuring risk mitigation is part of daily operations.

**Service Quality**

**Risk Title:** Service Excellence
**Description:** Maintaining our 5-star service level is key to our value proposition and competitive differentiation. There is a risk that any failure to uphold these standards could diminish customer satisfaction, harm our brand reputation, and weaken our market position. Continuous monitoring and enhancement of service quality are critical to avoiding this risk.

**Mitigation**
To uphold and improve service excellence, Link continues to invest in infrastructure improvements, including operational capabilities as well as a new customer service platform designed to enhance response times and efficiency. A structured approach is applied where global strategic reviews inform local execution, ensuring consistency in service delivery across countries. The Quality Board plays a key role in monitoring service performance and responding to emerging issues. If service-related disruptions occur, an escalation process involving the Quality Board ensures corrective actions.

**Talent Management**

**Risk Title:** Talent Attraction, Retention, and Succession Planning
**Description:** Our success is driven by our ability to attract, retain, and develop top talent. High employee turnover, challenges in attracting skilled professionals, and inadequate succession planning pose significant risks to maintaining our operational effectiveness and leadership continuity. Implementing robust talent management and development strategies is essential to mitigate these risks.

**Mitigation**
We are implementing talent management initiatives to mitigate risks associated with attracting, retaining, and developing top talent. This includes succession planning, enhanced employer branding, and streamlining recruitment and onboarding processes to improve hiring quality and employee retention. We are investing in employee development, career pathing, and engagement initiatives, such as annual surveys and structured exit interviews, to address workforce challenges. To supplement internal efforts, we are leveraging external recruitment firms and training providers to ensure access to top-tier talent and leadership development resources.

**Market Fluctuation**

**Risk Title:** Market Fluctuations and Economic Conditions
**Description:** We operate in a dynamic environment where market downturns and macroeconomic fluctuations can impact on our business. The risk of reduced demand for our services due to economic instability requires us to be vigilant and adaptable, ensuring strategic flexibility to navigate market volatility effectively.

**Mitigation**
To mitigate the effects of market volatility and economic fluctuations, Link Logistics pursues a diversified business model across products, customer segments, and geographies. Our asset-light approach ensures operational flexibility and limits financial exposure, supporting rapid adaptation to market changes. Risk monitoring is embedded in our management processes, including continuous market surveillance, quarterly reporting, and scenario-based financial forecasting. Strategic and operational actions are regularly reviewed by the Executive Management and Board of

Directors to ensure resilience, maintain competitiveness, and enable timely adjustments in response to market developments

## Non-Material risks

These risks are not classified as material but are reassessed on a regular basis to ensure they remain effectively monitored and managed in alignment with our evolving business environment.

**IT R&D Technology**

**Risk Title:** IT Research & Development
**Description:** The rapid development of IT platforms and artificial intelligence presents both an opportunity and a risk. Our ability to stay at the forefront of technological advancements and effectively integrate these technologies into our service offerings is crucial. There is a risk that failing to keep pace with technological developments could erode our competitive edge and impact on our market position.

**M&A Strategy**

**Risk Title:** Mergers & Acquisitions Execution
**Description:** Our growth strategy includes proactive mergers and acquisitions. There is a risk associated with the failure to effectively execute this strategy, including due diligence, integration, and realization of synergies. Inadequate execution could impact on our financial performance and delay strategic development.
Link maintains a structured approach to M&A execution, ensuring rigorous due diligence, clear integration plans, and governance oversight.

**Regulatory Changes and Compliance**

**Risk Title:** Regulatory Environment and Compliance
**Description:** Changes in the regulatory landscape and increased compliance obligations, including sanctions and liabilities, present ongoing risks. The increasing complexity of regulatory requirements demands proactive measures to ensure compliance and avoid potential legal and financial repercussions.

While regulatory compliance is an important area of focus, this risk is currently classified as non-material due to its manageable impact and the robust compliance framework we have in place. Link continuously monitors regulatory developments and ensures alignment with evolving legal requirements through structured internal policies, compliance training, and regular audits.

**Vendor Relations**

**Risk Title**: Vendor and Integrator Relations
**Description:** Maintaining strong, trust-based relationships with our vendors and integrators is vital for our survival. There is a risk that deteriorating relationships or misalignment of business practices could disrupt our supply chain and affect service delivery. Strategic relationship management is key to mitigating this risk.

Link actively manages vendor relationships through structured engagement, performance monitoring, and contract alignment to ensure long-term stability.

**Ethics and Supply Chain**

**Risk Title:** Ethical Conduct and Supply Chain Integrity
**Description:** As an integral part of our customers' supply chains, we are exposed to the risk of reputational damage due to potential ethical violations, including human rights abuses, within the supply chain. Proactive ethical standards are essential to prevent such incidents and mitigate the risk of public backlash. This approach is critical to maintaining our ethical stance and protecting our reputation.

# Management's review

Link Logistics enforces ethical guidelines across its supply chain through the Code of Conducts and proactive engagement with partners. We continuously monitor industry developments and regulatory expectations to uphold our ethical commitments.

## Corporate Governance

The Board of Directors and the Executive Board work constantly to ensure that appropriate and sufficient control systems are in place, managed by a robust management team structure. The Board of Directors and the Executive Board have various duties which are defined by the Companies Act, the Danish Financial Statements Act and the Articles of Association and Rules of Procedure for the Board of Directors, among other regulations and policies. On this basis, the necessary internal procedures are continually developed, refined, and maintained to ensure active, reliable and profitable management of the Company.

The Board of Directors ensures that the Executive Board complies with the approved objectives, strategies, business procedures and rules of procedure for the Executive Board. The information presented to the Board of Directors is provided systematically before and during meetings as well as in written and verbal reports. The topics of these reports include market development and the Company's development and profitability. The Board of Directors and the Executive Management have overall responsibility for risk management and internal controls related to financial reporting.

The Board of Directors of the Company meet at least five times a year. Furthermore, information about the Company, results and financial position is shared with the Board of Directors on a monthly call. If relevant, extraordinary meetings are held.

### Board of directors

The Board of directors are:

| Name | Claes Brønsgaard Pedersen | Henrik Bonnerup | Anna-Lena Olsson | Mads Koch Jensen |
|---|---|---|---|---|
| Position: | Chair of the Board | Member of the Board | Member of the Board | Member of the Board |
| Nominated by: | Polaris Private Equity | Polaris Private Equity | Polaris Private Equity | Own ownership |
| Chair of the Board in: | | Sinful ApS | ALO Labs AB | |
| Deputy Chairman of the Board in: | | | | |
| Member of the Board in: | | Various holding companies owned by Polaris Private Equity | | Arctic Unlimited ApS |
| Member of the Executive Board in: | JAFC Holding ApS (CEO) | Polaris Private Equity (Partner) | | MASH Holding ApS (CEO)<br>MAJH Invest ApS (CEO) |

The Board of directors, the senior management and key employees are included in a share program.

### Change in Link's Board of Directors

In October 2024 changes were made to Link's board of directors as part of the strategic focus. Pascar Paw Paramasivam and Sophie Öhrström stepped down from the board. At the same time, Link's board welcomed two new and one returning member. Here is an introduction to the new members:

**Claes Pedersen**, former CFO at Scan Global. Claes brings extensive industry experience and has been a significant part of SGL's growth and acquisition journey. He will be able to support us in these areas. In addition to his role on the board, Claes will also support Link on a consultancy basis within specific areas.

**Anna-Lena Olsson** is a former CIO from the retail and finance markets who currently works with organizations, including Svenska Spel. She has a strong background in business development and IT and Tech and will support our IT journey and be the board's anchor in IT and Tech.

**Mads Koch Jensen** is rejoining the board after having been a part of daily management in Link Logistics A/S for a couple of years. Mads will support the board with his vast knowledge of the industry and the commercial side of Link.

He will continue supporting commercial operations in areas such as Key Account and Supplier Relations and actively contributes to recruiting new clients for Link.

**New chair of Link's board**
In February 2025, after five years as Chair of the Board, Charlotte Gaarn Hansson stepped down from Link's board. Board member Claes Brønsgaard Pedersen has taken over the position.

Charlotte Gaarn Hansson has significantly contributed to Link's development over the years. She has played an instrumental role in structuring the business, prioritizing sustainability efforts, and shaping the board's work.

Since Link is in a different and stronger position today than five years ago and it requires a greater focus on product, market, and expansion. Claes Brønsgaard Pedersen brings experience and insight that will support Link's continued journey.

### Ownership and capital structure

The ultimate owner is Polaris Private Equity IV K/S (Polaris). Polaris Management A/S, a private equity company, owns 72.31% of Link Top Holding A/S. As a European private equity investor, Polaris Management A/S wants to engage in the development of the industry, including the promotion of sustainability, through the relevant industry associations. Polaris Management A/S is therefore an active member of the private equity associations, Invest Europe (previously named European Venture Capital Association, EVCA), Active Owners (previously named Danish Venture Capital Association, DVCA) and SVCA (Swedish Venture Capital Association). As a member of these industry associations, we also aim to comply with their guidelines including their codes of conduct and specific guidelines for valuation, disclosures and tax.

The remaining shares are directly or indirectly owned by Management, employees, and Board members.

The following additional ultimate shareholders own more than 5% of the total share capital:

- MASH HOLDING ApS, CVR no. 27 52 36 68

As per 31 December 2024 the company holds 47.515 own shares out of a total of 13.923.405 shares, approx. 0.34% of total share capital.

## Data ethics

### Introduction

Executive Management in Link recognizes the importance of data and data ethics and reviewing data management and data ethics are well incorporated in the annual cycle of Executive Management.

This statement is done following Links entry to new financial category and the implementation of §99 in the Danish Financial Act. The statement covers all types of data and is thus a supplement to Links Privacy Policy https://gdpr.complycloud.com/externaldocument?id=2936961396c63db3489ea7aaf8a9524ea22e6374174409830862117019 which covers the processing of personal data.

### Data management

At Link we only collect the necessary data to operate our daily business. We do not resell data, even if data is legally obtained.

At Link we strive for full transparency of data. Employees, customers, suppliers, and all other partners must know which data Link holds to cooperate with said partners and how and why we process the data. Data policies ensure that data is only used for the purpose it was obtained.

# Management's review

At Link we are convinced that data will be more important in the future, which is why we take our data management seriously. High quality data will be the foundation for all operations in the future and building artificial intelligence will only succeed if the data is top quality.

## Third party data

When third parties are operating on behalf of Link, we use well known and established partners who take their data responsibility seriously. If Link in any way suspect that third party data we encounter are illegally obtained, we act on it and report our suspicions to relevant authorities.

## IT security

IT and data security are always top of mind at Link. We have state-of-the-art IT security and technical safeguards to protect the data we hold and the data we exchange with our partners. All data held or processed at Link, being both master data and transactional data have a clear ownership in the organization.

## Artificial intelligence

When we use artificial intelligence, we make sure that the result produced is not discriminatory or biased. Use of artificial intelligence in Link is still in its early days, and we learn as we go. With focus on data and process ownership and data ethics in general, we have initiated a project that will map all data related to Links primary processes. The project will ensure that data is collected and processed responsibly, as well as data having the highest possible quality. Data quality is essential in creating valuable artificial intelligence solutions. In the same project all data under the GDPR regulation are anonymized unless users hold privileged rights.

## Employee awareness

IT security and data ethics are two important topics when new employees are attending the “New in Link intro day”. Furthermore, regular posts are made on Links Intranet, and regular mails are distributed on the very same topics. Link are using standard software solutions to support awareness of IT security, data management and GDPR topics.

Employees are encouraged to report any suspicious behavior regarding data management and can even do it anonymously via our whistleblower system. Employees are also encouraged to ask any questions regarding data management, GDPR, IT security and IT in the broadest terms and can do so to IT Support or directly to Links Data Protection Officer.

## Knowledge resources

At Link logistics we are constantly focusing on attracting and retaining the best knowledge resources in the market for the core business of delivering express and courier-related transport and logistics as well as for the Freight Forwarding business. Despite the fierce competition regarding knowledge resources as well as the current limited supply in the overall workforce, the Company is experiencing a continually increasing volume of applicants with the needed competencies. Internally, the common IT platform and standardized processes ensure that the Company employees’ knowledge is shared and documented. The Company’s vulnerability related to individual knowledge of employees is therefore limited.

## Research and development activities

The Company continuously and vigorously invests in development both externally in new geographical markets and terminals as well as internally in IT infrastructure and employees, all aspects which are key levers in the continued successful development and growth of the Company. The Company has no research activities. In 2024 the company developed new internal IT-systems of which 23.8 mDKK has been capitalized, Of the 23.8 mDKK, 8.5 mDKK can be attributed to internal development resources.

## Unusual events

The financial position at 31 December 2024 of the Group and the results of the activities and cash flows of the Gorup for the financial year for 2024 have not been affected by any unusual events.

# Management's review

## Subsequent events

No events materially affecting the assessment of the Annual Report have occurred after the Balance Sheet date.

# Income statement 1 January - 31 December

| | Note | Group 2024 | Group 2023 | Parent company 2024 | Parent company 2023 |
|---|---|---|---|---|---|
| | | TDKK | TDKK | TDKK | TDKK |
| Revenue | 1 | 1,084,262 | 800,134 | 5,621 | 5,400 |
| Other operating income | | 8,359 | 5,776 | 0 | 0 |
| Direct expenses | | -808,709 | -566,026 | 0 | 0 |
| Other external expenses | | -84,701 | -71,184 | -3,061 | -2,363 |
| **Gross profit** | | **199,211** | **168,700** | **2,560** | **3,037** |
| Staff expenses | 2 | -168,989 | -134,698 | -3,947 | -3,618 |
| **Earnings Before Interest Taxes Depreciation and Amortisation** | | **30,222** | **34,002** | **-1,387** | **-581** |
| Amortisation, depreciation and impairment losses of intangible assets and property, plant and equipment | 3 | -47,706 | -38,765 | 0 | 0 |
| **Profit/loss before financial income and expenses** | | **-17,484** | **-4,763** | **-1,387** | **-581** |
| Income from investments in subsidiaries | | 0 | 0 | -21,087 | -10,934 |
| Financial income | 4 | 1,102 | 1,949 | 655 | 221 |
| Financial expenses | 5 | -14,638 | -10,201 | -8,314 | -6,275 |
| **Profit/loss before tax** | | **-31,020** | **-13,015** | **-30,133** | **-17,569** |
| Tax on profit/loss for the year | 6 | 931 | -921 | 1,864 | 2,457 |
| **Net profit/loss for the year** | 7 | **-30,089** | **-13,936** | **-28,269** | **-15,112** |

# Balance sheet 31 December

## Assets

| | Note | Group | | Parent company | |
|---|---|---|---|---|---|
| | | 2024 | 2023 | 2024 | 2023 |
| | | TDKK | TDKK | TDKK | TDKK |
| Completed development projects | | 37,230 | 18,823 | 0 | 0 |
| Software | | 1,302 | 966 | 0 | 0 |
| Acquired customer rights | | 47,495 | 40,539 | 0 | 0 |
| Goodwill | | 114,804 | 119,159 | 0 | 0 |
| Development projects in progress | | 0 | 0 | 0 | 0 |
| **Intangible assets** | 8 | **200,831** | **179,487** | **0** | **0** |
| Other fixtures and fittings, tools and equipment | | 4,267 | 5,681 | 0 | 0 |
| Leasehold improvements | | 1,898 | 1,741 | 0 | 0 |
| **Property, plant and equipment** | 9 | **6,165** | **7,422** | **0** | **0** |
| Investments in subsidiaries | 10 | 0 | 0 | 198,316 | 203,267 |
| Deposits | 11 | 6,962 | 7,968 | 0 | 0 |
| **Fixed asset investments** | | **6,962** | **7,968** | **198,316** | **203,267** |
| **Fixed assets** | | **213,958** | **194,877** | **198,316** | **203,267** |
| Trade receivables | | 176,540 | 147,454 | 0 | 0 |
| Receivables from group enterprises | | 0 | 0 | 10,854 | 10,894 |
| Other receivables | | 17,242 | 6,478 | 0 | 0 |
| Deferred tax asset | 13 | 1,869 | 5 | 1,864 | 0 |
| Corporation tax receivable from group enterprises | | 1,551 | 2,977 | 0 | 2,330 |
| Prepayments | 12 | 8,521 | 5,187 | 42 | 33 |
| **Receivables** | | **205,723** | **162,101** | **12,760** | **13,257** |
| **Cash at bank and in hand** | | **31,898** | **14,979** | **793** | **1,170** |
| **Current assets** | | **237,621** | **177,080** | **13,553** | **14,427** |
| **Assets** | | **451,579** | **371,957** | **211,869** | **217,694** |

# Balance sheet 31 December

## Liabilities and equity

| | Note | Group 2024 TDKK | Group 2023 TDKK | Parent company 2024 TDKK | Parent company 2023 TDKK |
|---|---|---|---|---|---|
| Share capital | | 13,923 | 13,659 | 13,923 | 13,659 |
| Share premium account | | 47,189 | 39,953 | 47,189 | 39,953 |
| Reserve for exchange rate conversion | | -1,321 | -1,148 | -1,321 | -1,148 |
| Retained earnings | | 45,542 | 75,631 | 56,431 | 84,700 |
| **Equity** | | **105,333** | **128,095** | **116,222** | **137,164** |
| | | | | | |
| Provision for deferred tax | 13 | 12,661 | 11,194 | 0 | 0 |
| Other provisions | 14 | 3,733 | 3,703 | 0 | 0 |
| **Provisions** | | **16,394** | **14,897** | **0** | **0** |
| | | | | | |
| Credit institutions | | 68,929 | 51,683 | 68,929 | 51,683 |
| Lease obligations | | 618 | 775 | 0 | 0 |
| **Long-term debt** | 15 | **69,547** | **52,458** | **68,929** | **51,683** |
| | | | | | |
| Credit institutions | 15 | 81,607 | 52,255 | 24,930 | 26,140 |
| Lease obligations | 15 | 210 | 621 | 0 | 0 |
| Trade payables | | 134,512 | 93,436 | 1,205 | 1,696 |
| Payables to owners and Management | | 591 | 0 | 0 | 0 |
| Corporation tax | | 4,587 | 3,408 | 0 | 0 |
| Other payables | | 38,798 | 26,787 | 583 | 1,011 |
| **Short-term debt** | | **260,305** | **176,507** | **26,718** | **28,847** |
| | | | | | |
| **Debt** | | **329,852** | **228,965** | **95,647** | **80,530** |
| | | | | | |
| **Liabilities and equity** | | **451,579** | **371,957** | **211,869** | **217,694** |

| | |
|---|---|
| Contingent assets, liabilities and other financial obligations | 18 |
| Related parties | 19 |
| Fee to auditors appointed at the general meeting | 20 |
| Subsequent events | 21 |
| Accounting Policies | 22 |

# Statement of changes in equity

## Group

| | Share capital | Share premium account | Reserve for exchange rate conversion | Retained earnings | Total |
|---|---|---|---|---|---|
| | TDKK | TDKK | TDKK | TDKK | TDKK |
| Equity at 1 January | 13,659 | 39,953 | -1,148 | 75,631 | 128,095 |
| Exchange adjustments | 0 | 0 | -173 | 0 | -173 |
| Cash capital increase | 264 | 7,236 | 0 | 0 | 7,500 |
| Net profit/loss for the year | 0 | 0 | 0 | -30,089 | -30,089 |
| **Equity at 31 December** | **13,923** | **47,189** | **-1,321** | **45,542** | **105,333** |

## Parent company

| | Share capital | Share premium account | Reserve for exchange rate conversion | Retained earnings | Total |
|---|---|---|---|---|---|
| | TDKK | TDKK | TDKK | TDKK | TDKK |
| Equity at 1 January | 13,659 | 39,953 | -1,148 | 84,700 | 137,164 |
| Exchange adjustments | 0 | 0 | -173 | 0 | -173 |
| Cash capital increase | 264 | 7,236 | 0 | 0 | 7,500 |
| Net profit/loss for the year | 0 | 0 | 0 | -28,269 | -28,269 |
| **Equity at 31 December** | **13,923** | **47,189** | **-1,321** | **56,431** | **116,222** |

# Cash flow statement 1 January - 31 December

| | Note | Group 2024 | Group 2023 |
|---|---|---|---|
| | | TDKK | TDKK |
| Result of the year | | -30,089 | -13,936 |
| Adjustments | 16 | 59,919 | 48,626 |
| Change in working capital | 17 | 10,523 | 2,818 |
| **Cash flow from operations before financial items** | | **40,353** | **37,508** |
| Financial income | | 1,102 | 1,949 |
| Financial expenses | | -14,638 | -10,201 |
| **Cash flows from ordinary activities** | | **26,817** | **29,256** |
| Corporation tax paid | | 554 | -5,339 |
| **Cash flows from operating activities** | | **27,371** | **23,917** |
| Purchase of intangible assets | | -28,209 | -14,254 |
| Purchase of property, plant and equipment | | -1,830 | -4,074 |
| Fixed asset investments made etc | | -1,307 | -4,141 |
| Sale of fixed asset investments made etc | | 2,314 | 0 |
| Business acquisition | | -34,951 | 0 |
| **Cash flows from investing activities** | | **-63,983** | **-22,469** |
| Repayment of loans from credit institutions | | -32,642 | -28,166 |
| Reduction of lease obligations | | -567 | -555 |
| Raising of loans from credit institutions | | 79,240 | 26,116 |
| Purchase of treasury shares | | 0 | -2,828 |
| Cash capital increase | | 7,500 | 0 |
| **Cash flows from financing activities** | | **53,531** | **-5,433** |
| **Change in cash and cash equivalents** | | **16,919** | **-3,985** |
| Cash and cash equivalents at 1 January | | 14,979 | 18,964 |
| **Cash and cash equivalents at 31 December** | | **31,898** | **14,979** |
| Cash and cash equivalents are specified as follows: | | | |
| Cash at bank and in hand | | 31,898 | 14,979 |
| **Cash and cash equivalents at 31 December** | | **31,898** | **14,979** |

# Notes to the Financial Statements

| | Group | | Parent company | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | TDKK | TDKK | TDKK | TDKK |
| **1. Revenue** | | | | |
| **Geographical segments** | | | | |
| Revenue, Denmark | 742,895 | 542,056 | 5,621 | 5,400 |
| Revenue, Sweden | 141,500 | 102,688 | 0 | 0 |
| Revenue, Norway | 89,401 | 79,714 | 0 | 0 |
| Revenue, USA | 106,400 | 75,676 | 0 | 0 |
| Revenue, Netherlands | 4,066 | 0 | 0 | 0 |
| | **1,084,262** | **800,134** | **5,621** | **5,400** |
| **Business segments** | | | | |
| Courier | 737,490 | 518,436 | 0 | 0 |
| Freight Forward | 346,772 | 281,698 | 0 | 0 |
| Management fee | 0 | 0 | 5,621 | 5,400 |
| | **1,084,262** | **800,134** | **5,621** | **5,400** |

# Notes to the Financial Statements

## 2. Staff expenses

| | Group 2024 | Group 2023 | Parent company 2024 | Parent company 2023 |
|---|---|---|---|---|
| | TDKK | TDKK | TDKK | TDKK |
| Wages and salaries | 146,222 | 115,913 | 3,580 | 3,273 |
| Pensions | 11,789 | 9,453 | 294 | 288 |
| Other social security expenses | 4,252 | 5,723 | 16 | 20 |
| Other staff expenses | 6,726 | 3,609 | 57 | 37 |
| | **168,989** | **134,698** | **3,947** | **3,618** |
| **Including remuneration to the Executive Board and Board of Directors** | **1,266** | **1,163** | **1,266** | **1,163** |
| **Average number of employees** | **300** | **253** | **2** | **2** |

In March 2020, an incentive scheme was established comprising both the Board of Directors, the Executive Board and other executives and the scheme is made to maintain the management. The scheme runs from 6 March 2020 to 31 December 2027. When an option has vested, the option holder may subscribe for one new share in Link Top Holding A/S at a exercise price of DKK 10 with addition of 10% p.a. from the date of subscription. As it is the Company's practice to settle the schemes by way of shares (equity-settled share-based payment arrangements), no costs have been recognised in the financial years 2021-2024.

In the financial year 2024 a resolution was made by the Board of Directors extending the warrant exercise period from 19 November 2025 to 31 December 2027.

## 3. Amortisation, depreciation and impairment losses of intangible assets and property, plant and equipment

| | Group 2024 | Group 2023 | Parent company 2024 | Parent company 2023 |
|---|---|---|---|---|
| | TDKK | TDKK | TDKK | TDKK |
| Amortisation of intangible assets | 45,113 | 36,281 | 0 | 0 |
| Depreciation of property, plant and equipment | 2,593 | 2,484 | 0 | 0 |
| | **47,706** | **38,765** | **0** | **0** |

# Notes to the Financial Statements

## 4. Financial income

| | Group | | Parent company | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | TDKK | TDKK | TDKK | TDKK |
| Interest from group enterprises | 0 | 0 | 628 | 221 |
| Other financial income | 485 | 1,625 | 27 | 0 |
| Exchange gains | 617 | 324 | 0 | 0 |
| | **1,102** | **1,949** | **655** | **221** |

## 5. Financial expenses

| | Group | | Parent company | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | TDKK | TDKK | TDKK | TDKK |
| Other financial expenses | 13,165 | 8,014 | 8,314 | 6,275 |
| Exchange loss | 1,473 | 2,187 | 0 | 0 |
| | **14,638** | **10,201** | **8,314** | **6,275** |

## 6. Income tax expense

| | Group | | Parent company | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | TDKK | TDKK | TDKK | TDKK |
| Current tax for the year | 4,582 | 3,989 | 0 | -1,325 |
| Deferred tax for the year | -5,785 | -2,246 | -1,864 | 0 |
| Adjustment of tax concerning previous years | 272 | -889 | 0 | -1,132 |
| Adjustment of deferred tax concerning previous years | 0 | 67 | 0 | 0 |
| | **-931** | **921** | **-1,864** | **-2,457** |

## 7. Profit allocation

| | Parent company | |
|---|---|---|
| | 2024 | 2023 |
| | TDKK | TDKK |
| Retained earnings | -28,269 | -15,112 |
| | **-28,269** | **-15,112** |

# Notes to the Financial Statements

## 8. Intangible fixed assets

### Group

| | Completed develop-ment projects | Software | Acquired customer rights | Goodwill | Develop-ment projects in progress |
|---|---|---|---|---|---|
| | TDKK | TDKK | TDKK | TDKK | TDKK |
| Cost at 1 January | 22,161 | 4,888 | 86,209 | 184,574 | 0 |
| Exchange adjustment | 0 | -8 | 0 | 0 | 0 |
| Net effect from merger and acquisition | 3,983 | 0 | 0 | 0 | 0 |
| Additions for the year | 0 | 1,101 | 22,958 | 15,291 | 23,785 |
| Transfers for the year | 23,785 | 0 | 0 | 0 | -23,785 |
| Cost at 31 December | 49,929 | 5,981 | 109,167 | 199,865 | 0 |
| Impairment losses and amortisation at 1 January | 3,338 | 3,922 | 45,670 | 65,415 | 0 |
| Exchange adjustment | 0 | -8 | 0 | 0 | 0 |
| Net effect from merger and acquisition | 661 | 0 | 0 | 0 | 0 |
| Amortisation for the year | 8,700 | 765 | 16,002 | 19,646 | 0 |
| Impairment losses and amortisation at 31 December | 12,699 | 4,679 | 61,672 | 85,061 | 0 |
| **Carrying amount at 31 December** | **37,230** | **1,302** | **47,495** | **114,804** | **0** |
| Amortised over | 3-5 years | 3 years | 5-10 years | 10-20 years | N/A |

Completed development projects and development projects in progress relate to the development of new versions and additions to current IT-systems and internal procedures. The projects are progressing according to updated development plan through the use of the resources allocated by Management to the development and are expected to be completed in different steps during 2025. The projects are expected to be utilised within the Company to provide more effective use of the IT- systems and ultimately result in more effective internal procedures which intends to reduce costs. Furthermore the projects are intended to increase the customer service level experience and ultimately increase the number of customers the company can onboard.

## 9. Property, plant and equipment
### Group

| | Other fixtures and fittings, tools and equipment | Leasehold improve-ments |
|---|---|---|
| | TDKK | TDKK |
| Cost at 1 January | 12,488 | 4,468 |
| Exchange adjustment | 71 | -7 |
| Net effect from merger and acquisition | 287 | 118 |
| Additions for the year | 841 | 803 |
| Disposals for the year | -494 | 0 |
| Cost at 31 December | 13,193 | 5,382 |
| | | |
| Impairment losses and depreciation at 1 January | 6,807 | 2,727 |
| Exchange adjustment | 15 | -3 |
| Net effect from merger and acquisition | 223 | 49 |
| Depreciation for the year | 1,881 | 711 |
| Impairment losses and depreciation at 31 December | 8,926 | 3,484 |
| | | |
| **Carrying amount at 31 December** | **4,267** | **1,898** |
| | | |
| Amortised over | 3-10 years | 5 years |
| | | |
| Including assets under finance leases amounting to | 471 | 0 |

# Notes to the Financial Statements

| | Parent company | |
|---|---|---|
| | 2024 | 2023 |
| | TDKK | TDKK |
| **10. Investments in subsidiaries** | | |
| Cost at 1 January | 295,920 | 295,920 |
| Additions for the year | 44,809 | 0 |
| Cost at 31 December | 340,729 | 295,920 |
| | | |
| Value adjustments at 1 January | -92,653 | -41,744 |
| Exchange adjustment | -173 | 25 |
| Net profit/loss for the year | -21,087 | -10,934 |
| Dividend to the Parent Company | -28,500 | -40,000 |
| Value adjustments at 31 December | -142,413 | -92,653 |
| | | |
| **Carrying amount at 31 December** | **198,316** | **203,267** |
| | | |
| Positive differences arising on initial measurement of subsidiaries at net asset value | 317,673 | 276,037 |
| Remaining positive difference included in the above carrying amount at | 156,582 | 151,661 |

Investments in subsidiaries are specified as follows:

| Name | Place of registered office | Share capital | Ownership | Equity | Net profit/loss for the year |
|---|---|---|---|---|---|
| Link Logistics A/S | Brøndby, Denmark | 5,000 | 100% | 31,328 | 4,895 |
| Parcel4you A/S | Silkeborg, Denmark | 500 | 100% | 10,406 | 5,682 |
| | | | | **41,734** | **10,577** |

# Notes to the Financial Statements

## 11. Other fixed asset investments

### Group

| | Deposits |
|---|---|
| | TDKK |
| Cost at 1 January | 7,968 |
| Exchange adjustment | -68 |
| Net effect from merger and acquisition | 87 |
| Additions for the year | 1,289 |
| Disposals for the year | -2,314 |
| Cost at 31 December | 6,962 |
| **Carrying amount at 31 December** | **6,962** |

## 12. Prepayments

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

## 13. Provision for deferred tax

| | Group | | Parent company | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | TDKK | TDKK | TDKK | TDKK |
| Deferred tax liabilities at 1 January | 11,189 | 13,368 | 0 | 0 |
| Amounts recognised from mergers and acquisition | 5,388 | 0 | 0 | 0 |
| Amounts recognised in the income statement for the year | -5,785 | -2,179 | -1,864 | 0 |
| **Deferred tax liabilities at 31 December** | **10,792** | **11,189** | **-1,864** | **0** |
| Recognised in the balance sheet as follows: | | | | |
| Assets | 1,869 | 5 | 1,864 | 0 |
| Provisions | -12,661 | -11,194 | 0 | 0 |
| | **10,792** | **11,189** | **-1,864** | **0** |

## 14. Other provisions

| | Group 2024 TDKK | Group 2023 TDKK | Parent company 2024 TDKK | Parent company 2023 TDKK |
|---|---|---|---|---|
| Provision for restoration obligation on leases | 3,733 | 3,703 | 0 | 0 |
| | **3,733** | **3,703** | **0** | **0** |

## 15. Long-term debt

Payments due within 1 year are recognised in short-term debt. Other debt is recognised in long-term debt.

The debt falls due for payment as specified below:

| | Group 2024 TDKK | Group 2023 TDKK | Parent company 2024 TDKK | Parent company 2023 TDKK |
|---|---|---|---|---|
| **Credit institutions** | | | | |
| After 5 years | 0 | 0 | 0 | 0 |
| Between 1 and 5 years | 68,929 | 51,683 | 68,929 | 51,683 |
| Long-term part | 68,929 | 51,683 | 68,929 | 51,683 |
| Other short-term debt to credit institutions | 81,607 | 52,255 | 24,930 | 26,140 |
| | **150,536** | **103,938** | **93,859** | **77,823** |
| **Lease obligations** | | | | |
| After 5 years | 0 | 0 | 0 | 0 |
| Between 1 and 5 years | 618 | 775 | 0 | 0 |
| Long-term part | 618 | 775 | 0 | 0 |
| Within 1 year | 210 | 621 | 0 | 0 |
| | **828** | **1,396** | **0** | **0** |

## 16. Cash flow statement - Adjustments

| | Group 2024 | Group 2023 |
|---|---|---|
| | TDKK | TDKK |
| Financial income | -1,102 | -1,949 |
| Financial expenses | 14,638 | 10,201 |
| Depreciation, amortisation and impairment losses, including losses and gains on sales | 47,706 | 38,765 |
| Tax on profit/loss for the year | -931 | 921 |
| Exchange adjustments | -392 | 688 |
| | **59,919** | **48,626** |

## 17. Cash flow statement - Change in working capital

| | Group 2024 | Group 2023 |
|---|---|---|
| | TDKK | TDKK |
| Change in receivables | -23,337 | -5,430 |
| Change in other provisions | 30 | 434 |
| Change in trade payables, etc | 33,830 | 7,814 |
| | **10,523** | **2,818** |

| | Group | | Parent company | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | TDKK | TDKK | TDKK | TDKK |
| **18. Contingent assets, liabilities and other financial obligations** | | | | |
| **Charges and security** | | | | |
| The following assets have been placed as security with bankers: | | | | |
| Link Logistics A/S and Parcel4you A/S has a letter of indemnity to Nykredit Bank A/S. Nykredit Bank A/S has a floating charge in goodwill, property plant and equipment and trade receivables which as of 31 December amount to a booked value of: | 153,701 | 122,739 | 0 | 0 |

The shares in Link Logistics A/S are pledged in accordance with a pledge agreement (Share Pledge Agreement) of 17 December of 2019 with first priority for Nykredit Bank A/S (CVR no. 10 51 96 08, Kalvebod Brygge 1, 3, DK1560 Copenhagen), which implies that no additional collateral rights may be established over the shares without Nykredit's prior written consent.

| | | | | |
|---|---|---|---|---|
| The following assets have been placed as security with Authorities and landlords: | | | | |
| Link Logistics AS in Norway has provided active collateral for a total amount of NOK 6,196 (DKK 3,902) | 3,902 | 2,120 | 0 | 0 |
| Link Logistics AS has provided a bank guarantee to a landlord to guarantee the fullfillment of its obligations, cf. a lease contract which amounts to: | 333 | 333 | 0 | 0 |
| **Contingent assets** | | | | |
| Link Logistics A/S has entered into a lease contract for office premises and storage facilities. The lease contract has a security of tenure of 10 years with effect from 01 June 2018. The lease asset as of 31 December amounts to: | 3,908 | 4,963 | 0 | 0 |
| **Rental and lease obligations** | | | | |
| Rental and lease obligations, period of notice between 1-80 months: | 40,120 | 45,839 | 593 | 46 |

| | Group | | Parent company | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | TDKK | TDKK | TDKK | TDKK |

## 18. Contingent assets, liabilities and other financial obligations

**Other contingent liabilities**

The Group is on an ongoing basis involved in legal disputes with customers, suppliers and other parties. As of 31 December 2024 there are no legal disputes which can potentially cause a material economic burden for the Group.

The Danish group companies are jointly and severally liable for tax on the jointly taxed incomes etc of the Group. The total amount of corporation tax payable is disclosed in the Annual Report of P-Link 2019 A/S, which is the management company of the joint taxation purposes. Moreover, the Danish group companies are jointly and severally liable for Danish withholding taxes by way of dividend tax, tax on royalty payments and tax on unearned income. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Company's liability.

The Group Subsidiary Link Logistics A/S has agreed to become an additional borrower and to be bound by the terms of the financial agreement between Link Top Holding and Nykredit Bank A/S.

Link Top Holding A/S has provided a surety(ship) to Link Logistics A/S' bank in which all creditors of Link Logistics A/S can demand payment from Link Top Holding in case of overdue payments for Link Logistics A/S.

## 19. Related parties and disclosure of consolidated financial statements

| | Basis |
|---|---|
| **Controlling interest** | |
| Polaris Private Equity IV K/S, Copenhagen, CVR 36 48 65 97 | Ultimate Parent Company |
| **Other related parties** | |
| P-Link 2019 A/S, Copenhagen, CVR 39 86 01 04 | Parent Company |

**Transactions**

The Company has chosen only to disclose transactions which have not been made on an arm's length basis in accordance with section 98(c)(6) of the Danish Financial Statements Act.

**Consolidated Financial Statements**

Link Top Holding A/S is included in the Consolidated Financial Statements for:

| Name | Place of registered office |
|---|---|
| P-Link 2019 A/S | Malmøgade 3<br>*2100 Copenhagen, Denmark* |

# Notes to the Financial Statements

| | Group | | Parent company | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | TDKK | TDKK | TDKK | TDKK |
| **20. Fee to auditors appointed at the general meeting** | | | | |
| Audit fee | 1,117 | 917 | 189 | 186 |
| Other assurance engagements | 75 | 21 | 30 | 0 |
| Tax advisory services | 799 | 447 | 376 | 0 |
| Non-audit services | 4,265 | 4,397 | 1,484 | 825 |
| | **6,256** | **5,782** | **2,079** | **1,011** |

## 21. Subsequent events

No events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

## 22. Accounting policies

The Annual Report of Link Top Holding A/S for 2024 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The accounting policies applied remain unchanged from last year.

Certain comparison numbers have been reclassified for presentation purposes. The reclassification has no effect on the result after tax or total equity

The Consolidated Financial Statements and the Parent Company Financial Statements for 2024 are presented in TDKK.

**Recognition and measurement**

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

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

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

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

**Basis of consolidation**

The Consolidated Financial Statements comprise the Parent Company, Link Top Holding A/S, and subsidiaries in which the Parent Company directly or indirectly holds more than 50% of the votes or in which the Parent Company, through share ownership or otherwise, exercises control. Enterprises in which the Group holds between 20% and 50% of the votes and exercises significant influence but not control are classified as associates.

On consolidation, items of a uniform nature are combined. Elimination is made of intercompany income and expenses, shareholdings, dividends and accounts as well as of realised and unrealised profits and losses on transactions between the consolidated enterprises.

The Parent Company's investments in the consolidated subsidiaries are set off against the Parent Company's share of the net asset value of subsidiaries stated at the time of consolidation.

**Business combinations**

***Business acquisitions carried through on or after 1 July 2018***

Acquisitions of subsidiaries are accounted for using the purchase method under which the identifiable assets and liabilities of the entity acquired are measured at fair value at the time of acquisition. Acquired contingent liabilities are recognised at fair value in the Consolidated Financial Statements to the extent that the value can be measured reliably.

The time of acquisition is the time when the Group obtains control of the entity acquired.

The cost of the entity acquired is the fair value of the consideration agreed, including consideration contingent on future events. Transaction costs directly attributable to the acquisition of subsidiaries are recognised in the income statement as incurred.

Positive differences between the cost of the entity acquired and identifiable assets and liabilities are recognised as goodwill in intangible assets in the balance sheet and are amortised in the income statement on a straight-line basis over their estimated useful lives. Where the differences are negative, they are recognised immediately in the income statement.

Where the purchase price allocation is not final, positive and negative differences from acquired subsidiaries due to changes to the recognition and measurement of identifiable net assets may be adjusted for up to 12 months after the time of acquisition. These adjustments are also reflected in the value of goodwill or negative goodwill, including in amortisation already made.

Where cost includes contingent consideration, this is measured at fair value at the time of acquisition. Contingent consideration is subsequently measured at fair value. Any value adjustments are recognised in the income statement.

In respect of step acquisitions, any previously held investments in the entity acquired are remeasured at fair value at the time of acquisition. The difference between the carrying amount of the investment previously held and the fair value is recognised in the income statement.

***Pooling of interests***

Intragroup business combinations are accounted for under the pooling-of-interests method. Under this method, the two enterprises are combined at carrying amounts, and no differences are identified. Any consideration which exceeds the carrying amount of the acquired enterprise is recognised directly in equity. The pooling-of-interests method is applied as if the two enterprises had always been combined by restating comparative figures.

**Leases**

Leases in terms of which the Group assumes substantially all the risks and rewards of ownership (finance leases) are recognised in the balance sheet at the lower of the fair value of the leased asset and the net present value of the lease payments computed by applying the interest rate implicit in the lease or an alternative borrowing rate as the discount rate. Assets acquired under finance leases are depreciated and written down for impairment under the same policy as determined for the other fixed assets of the Group.

The remaining lease obligation is capitalised and recognised in the balance sheet under debt, and the interest element on the lease payments is charged over the lease term to the income statement.

All other leases are considered operating leases. Payments made under operating leases are recognised in the income statement on a straight-line basis over the lease term.

**Translation policies**

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

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement. Where foreign exchange transactions are considered hedging of future cash flows, the value adjustments are recognised directly in equity.

**Segment information on revenue**

Information on business segments and geographical segments is based on the Group´s risks and returns and its internal financial reporting system. Business segments are regarded as the primary segments.

**Incentive schemes**

The value of share-based payment, including share option and warrant plans that do not involve an outflow of cash and cash equivalents, offered to the Executive Board and a number of senior employees is not recognised in the income statement. The most significant conditions of the share option plans are disclosed in the notes.

## Income statement

**Revenue**

Net sales from the sale of express, courier shipments and related transport services are recognised in the income statement if delivery and risk transfer to the buyer have taken place, the revenue can be measured reliably and it is probable that the economic benefits relating to the sale will flow to the Company.

Services are recognised at the rate of completion of the service to which the contract relates by using the percentage-of-completion method, which means that revenue equals the selling price of the service completed for the year. This method is applied when total revenues and expenses in respect of the service and the stage of completion at the balance sheet date can be measured reliably, and it is probable that the economic benefits, including payments, will flow to the Group. The stage of completion is determined on the basis of the ratio between the expenses incurred and the total expected expenses of the service.

Revenue is measured at the consideration received and is recognised exclusive of VAT and net of discounts relating to sales.

**Direct expenses**

Direct expenses comprise the expenses consumed to achieve revenue for the year.

**Other external expenses**

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

**Staff expenses**

Staff expenses comprise wages and salaries as well as payroll expenses

**Amortisation, depreciation and impairment losses**

Amortisation, depreciation and impairment losses comprise amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

**Other operating income and expenses**

Other operating income and other operating expenses comprise items of a secondary nature to the main activities of the Group, including gains and losses on the sale of intangible assets and property, plant and equipment.

**Income from investments in subsidiaries**

The item “Income from investments in subsidiaries” in the income statement includes the proportionate share of the profit for the year.

**Financial income and expenses**

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

# Notes to the Financial Statements

**Tax on profit/loss for the year**

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

The Company is jointly taxed with P-Link 2019 A/S. The tax effect of the joint taxation with the subsidiaries is allocated to enterprises showing profits or losses in proportion to their taxable incomes (full allocation with credit for tax losses).

## Balance sheet

**Intangible fixed assets**

*Goodwill*

Goodwill acquired is measured at cost less accumulated amortisation. Goodwill is amortised on a straightline basis over its useful life, which is assessed at 10 years. The economic lifetime of intangible assets from mergers and acquisitions is assessed in connection with the acquisitions of the subsidiaries. The acquisitions are considered strategical investments in order for the Group to expand the service offerings to meet customer demand for comprehensive logistics solutions.

Acquired customer rights are measured at the lower of cost less accumulated amortisation and recoverable amount. Acquired customer rights are amortised over the estimated period; however not exceeding 5-8 years.

Software are measured at the lower of cost less accumulated amortisation and recoverable amount. Software are amortised over the remaining software period, however not exceeding 3 years.

*Development projects*

Development costs for development projects and development projects in progress are recognized in profit or loss as they are incurred unless the conditions for capitalization have been met. The costs includes wages and salaries, depreciation and other external expenses which directly and indirectly relates to the development activities.

Development costs are capitalized if the development projects are clearly defined and identifiable and where the technical rate of utilization of the project, the availability of adequate resources and a potential development opportunity can be demonstrated. Furthermore, such costs are capitalized only where the intention is to use the project, when the cost can be measured reliably and when it is probable that future economic benefits that will flow to the company can cover administrative expenses and development costs.

After completion of the development work, development costs are amortized over the estimated useful life of 3-5 years, determined on Management's expectation of the technological obsolescence. Ongoing development projects are tested for impairment at least annually or when there is indication of impairment.

**Property, plant and equipment**

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

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

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

| | |
|---|---|
| Other fixtures and fittings, tools and equipment | 3-10 years |
| Leasehold improvements | 5 years |

The fixed assets' residual values are determined at nil.

Depreciation period and residual value are reassessed annually.

**Impairment of fixed assets**

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

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

**Investments in subsidiaries**

Investments in subsidiaries are recognised and measured under the equity method.

The item “Investments in subsidiaries” in the balance sheet include the proportionate ownership share of the net asset value of the enterprises calculated on the basis of the fair values of identifiable net assets at the time of acquisition with addition of the remaining value of any increases in value and goodwill calculated at the time of acquisition of the enterprises. Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use under the " measurement method".

The total net revaluation of investments in subsidiaries is transferred upon distribution of profit to “Reserve for net revaluation under the equity method“ under equity. The reserve is reduced by dividend distributed to the Parent Company and adjusted for other equity movements in the subsidiaries.

Subsidiaries with a negative net asset value are recognised at DKK 0. Any legal or constructive obligation of the Parent Company to cover the negative balance of the enterprise is recognised in provisions.

**Other fixed asset investments**

Other fixed asset investments consist of deposits.

**Receivables**

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

**Prepayments**

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

**Equity**

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

**Provisions**

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

**Deferred tax assets and liabilities**

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

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

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

**Current tax receivables and liabilities**

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

**Financial liabilities**

Loans, such as loans from credit institutions, are recognised initially at the proceeds received net of transaction expenses incurred. Subsequently, the loans are measured at amortised cost; the difference between the proceeds and the nominal value is recognised as an interest expense in the income statement over the loan period.

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

**Cash Flow Statement**

With reference to section 86(4) of the Danish Financial Statements Act, the Parent Company has not prepared a cash flow statement for the Company itself but has only prepared a cash flow statement for the Group.

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

*Cash flows from operating activities*

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

*Cash flows from investing activities*

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

*Cash flows from financing activities*

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

*Cash and cash equivalents*

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

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

# Notes to the Financial Statements

## Financial Highlights

**Explanation of financial ratios**

| | |
|---|---|
| Gross margin | Gross profit x 100 / Revenue |
| Profit margin | Profit/loss of primary operations x 100 / Revenue |
| Return on assets | Profit/loss of primary operations x 100 / Total assets at year end |
| Solvency ratio | Equity at year end x 100 / Total assets at year end |
| Return on equity | Net profit for the year x 100 / Average equity |