

2024

ANNUAL REPORT

Fragtmænd Holding A/S

Tomsagervej 18
8230 Åbyhøj

CVR-no. 30611519

Financial year: 01.01.2024 - 31.12.2024



GGG Danske
Fragtmænd

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UNITY AND NEW PATHS IN A CHALLENGING YEAR

2024 was characterised by major challenges and important changes for Danske Fragtmænd. It began with a heavy and sad event when, in March, our long-time CEO, Jørn P. Skov, passed away from cancer. His passing left a big void, but also a clear reminder of the strength and unity we have at Danske Fragtmænd. In the time that followed, the management and employees made a remarkable effort to ensure the stability and progress of the company.

Despite a challenging start, we achieved significant results during the year. One of the most significant was PostNord's decision to close the state-subsidised PostNord Logistic – a development that we and others in the industry have been fighting for many years. It was not only a strategic victory for Danske Fragtmænd, but also a crucial step towards fair competition in the transport sector.

2024 was also the year we took specific steps towards a greener future. The investment in a charging infrastructure at all our terminals is not only a vital step forward in itself, it is a necessary prerequisite for us to continue the transformation of our business. With an infrastructure under construction, we look forward to putting the 42 newly purchased electric lorries into operation and taking a significant step towards a more sustainable transport sector.

Financially, we had another challenging year, with rising costs putting pressure on our revenue. To accommodate the increased costs, we raised freight prices so we can continue to deliver the quality our customers expect. At the same time, it is clear that we, as a company, must work even more purposefully with efficiency and find new ways to strengthen our competitiveness.

We look forward to 2025 with optimism. With Jakob Flyvbjerg Christensen as our new CEO, we are well equipped to meet the demands and opportunities of the future. His management experience from companies such as Maersk and the Port of Aarhus gives us a strong strategic focus in a time of change.

Finally, we would like to thank all employees, owners and business partners. Your efforts have ensured that together we are ready to face the future with strength and ambition.



Bjarne Krogh Jensen
Chairman of the Board



DANSKE FRAGTMÆND IN BRIEF

Danske Fragtmænd is one of Denmark's leading logistics companies and is responsible for the delivery of over nine million shipments to both business customers and private recipients annually. We offer customised transport and logistics solutions with a focus on flexibility, high quality and good service. With our 40 local carriers spread across the country, we can almost always ensure next-day delivery, no matter where in Denmark our customers are located.

For many Danish companies, the carrier is an integral part of the working day. Danske Fragtmænd aims to maintain that closeness – we want to continue to be the transport company with the familiar face.



Employees
1.032



Terminals
27



Consolidated revenue
DKK 3.3 billion



Carrier companies
40



Operational units
1.800



Warehouse capacity
199,600 square metres



Business customers
40.000



**Shipments delivered
in 2024**
9.2 million

HOW OUR BUSINESS MODEL CREATES VALUE AND SUCCESS

The illustration below gives an overview of how Danske Fragtmænd's business model creates value. It shows how the way we organise and collaborate plays a key role in our ability to deliver efficient and reliable transport and logistics solutions. We want

to emphasise how our approach strengthens our customer relationships and helps create value and success for our customers and ourselves.



KEY VALUE FACTORS

EMPLOYEES

NATIONWIDE DELIVERY

LOCAL CARRIERS

HIGH QUALITY

MORE THAN 100 YEARS OF HISTORY AND EXPERIENCE

GOOD SERVICE

OUR KEY STAKEHOLDERS

In an ever-changing world, it is more important than ever for Danske Fragtmænd to maintain close collaboration with the stakeholders that form the foundation for our growth and development.

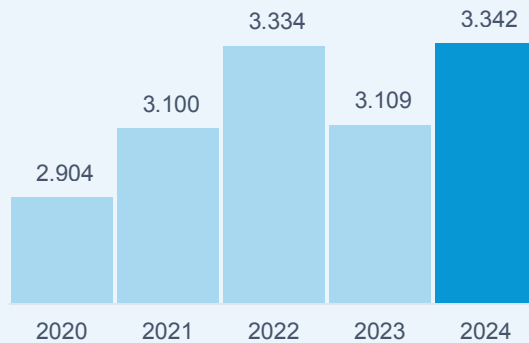
Including providing an insight into the expectations and demands our stakeholders place on us and how we work to fulfil them both now and in the future.

KEY STAKEHOLDERS	INTEREST	REQUIREMENTS AND EXPECTATIONS	HOW WE FULFIL THE REQUIREMENTS
CUSTOMERS	Sustainability, partner creator, price.	<ul style="list-style-type: none"> Reliable and timely delivery. Competitive prices. Transparent communication. High customer service and quick response to complaints or questions. Safe handling of goods. Sustainable and responsible transport. 	<ul style="list-style-type: none"> Deliver customers' goods in good condition and on time. Ensure easy and understandable communication with customers. Utilise advanced logistics systems to ensure accurate delivery. Optimise routes and utilise economies of scale to offer competitive prices. Provide an online platform where customers can track their shipments in real-time. Train our customer service team and implement rapid response strategies. Train carriers in safe handling and invest in equipment that protects goods during transport. Constantly focus on developing ourselves as a sustainable and responsible transport operator.
EMPLOYEES	Gender diversity, career and development, work environment and well-being, and sustainability.	<ul style="list-style-type: none"> Competitive pay and benefits. Clear career paths. A positive and safe workplace. Skilled management. Job stability. Equal treatment and high ethical standards. 	<ul style="list-style-type: none"> Annual staff performance reviews. Internal management training for all managers. Own code of conduct that emphasises high ethical standards in all aspects of the company. Biannual well-being surveys. Employee app (news, staff guides, online training universe and more). Internal training programme.

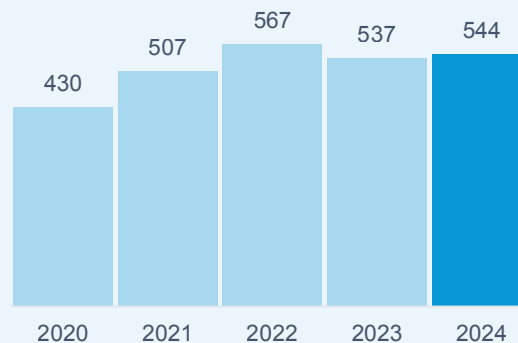
KEY STAKEHOLDERS	INTEREST	REQUIREMENTS AND EXPECTATIONS	HOW WE FULFIL THE REQUIREMENTS
OWNERSHIP	Financial stability and growth in the company's value.	<ul style="list-style-type: none"> Profitability and stable economic growth. Risk minimisation. Responsible and effective management. Long-term strategic planning. Transparent and regular communication about company performance. 	<ul style="list-style-type: none"> Optimise operations to reduce costs and increase efficiency. Have a clear business plan with set milestones for the future. Hold regular meetings with the ownership group to discuss progress and challenges.
COMMUNITY	Positive impact on society through responsible business practices.	<ul style="list-style-type: none"> Contribute positively to the local community by creating jobs. Minimise noise and disturbance, especially in residential areas. Support sustainability and environmental initiatives. Engage in social and community-based projects. 	<ul style="list-style-type: none"> Investing in electric vehicles and alternative fuels to reduce our carbon footprint and support sustainability in the transport sector. Working to optimise our waste management and implement recycling systems in our operations to minimise waste. Engaging in partnerships with local organisations to support social initiatives and help vulnerable groups in society. Provide apprenticeships and work placements for young people, contributing to employment and skills development in the local area.
AUTHORITIES	Compliance with regulatory standards and positive contributions to the national economy.	<ul style="list-style-type: none"> Strict compliance with all regulatory requirements and active contribution to the national economy. 	<ul style="list-style-type: none"> Work closely with authorities to ensure compliance and promote positive economic growth.
SUPPLIERS	Stable and mutually beneficial business relationships.	<ul style="list-style-type: none"> Transparent communication. Timely payment. Long-term partnerships. 	<ul style="list-style-type: none"> Ensure open communication to promote trust and transparency. Offer fair business practices to maintain ethical integrity. Implement a clear procurement policy to ensure clear guidelines. Apply a code of conduct that creates a clear ethical framework for our business.
THE PRESS	Current and relevant news and stories, authentic and credible information and sources, industry developments and trends.	<ul style="list-style-type: none"> Partnerships for in-depth coverage. Quick and direct access to information. Transparency and openness in communication. 	<ul style="list-style-type: none"> Establish permanent press contacts within our organisation. Submit press releases and background information in a timely manner. Ensure easy and quick access to key people during major events or crises. Promote open dialogue and feedback mechanisms with press representatives.

FINANCIAL KEY FIGURES

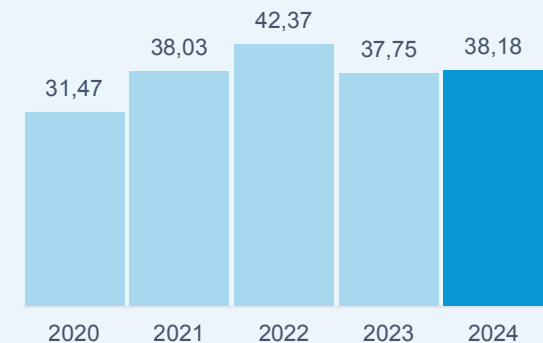
REVENUE MDKK



EQUITY MDKK



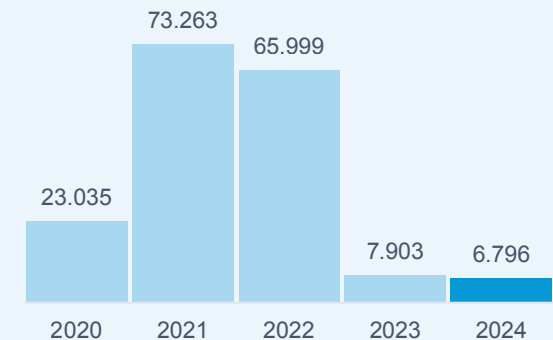
EQUITY RATIO (%)



9.170
Shipments (1,000 pcs)

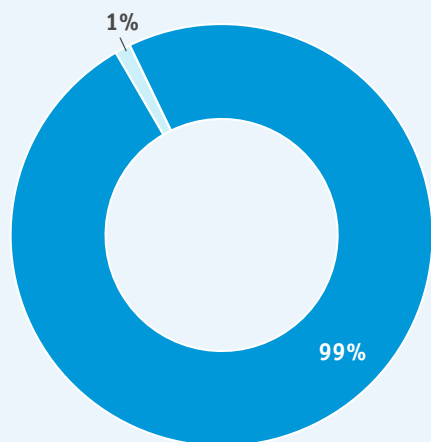
2.941
Kilotonnes of goods delivered

PROFIT/LOSS FOR THE YEAR MDKK



ESG KEY FIGURES

BREAKDOWN OF OUR OVERALL CLIMATE FOOTPRINT



~0% WASTE AND RECYCLING
~0% PRIMARY PROCUREMENT
OF RAW MATERIALS
99% TRANSPORT
1% ENERGI OG PROCESSER

34%

Women at management level 1 and 2

3,9

on a scale of 1-5 in our well-being surveys
average employee satisfaction

98,6%

of our electricity consumption is green power

3,4%

total carbon increase compared to 2023

MANAGEMENT COMMENTARY



THE PAST YEAR

In 2024, Danske Fragtmænd has once again delivered a solid financial performance with a stable and healthy cash flow. We continue to have a strong ability to fulfil our financial obligations without challenges, ensuring stable operations.

As part of our financial strategy, the group has been burdened by significant depreciation of intangible assets and goodwill, as in previous years. Despite this, the result has improved by DKK 40 million before tax compared to 2023, resulting in a profit before tax of DKK 16.8 million for 2024.

Our solid financial foundation creates opportunities for strategic investments, including the expansion of the charging infrastructure at our terminals. The investments are a crucial step towards future-proofing our operations and meeting the demands of a more sustainable transport sector.

We expect increased activity in 2025, but we are also aware of the uncertain geopolitical conditions such as the war in Ukraine and the political situation in the US. These factors can affect freight volumes and market stability. Therefore, the focus will remain on optimising operations and maintaining a robust financial position that can withstand potential challenges.

With a strong financial structure and clear strategic priorities, we believe that Danske Fragtmænd is well equipped to meet future demands and ensure stable development.



FINANCIAL AND OPERATING DATA AND KEY FIGURES

	TDKK 2024	TDKK 2023	TDKK 2022	TDKK 2021	TDKK 2020
Key figures					
Revenue	3.342.403	3.108.655	3.334.462	3.099.689	2.904.225
Gross profit or loss	709.846	620.439	711.740	656.430	591.952
Operating profit	40.276	(7.254)	95.099	101.726	50.561
Net financial items	(23.538)	(15.997)	(8.504)	(11.439)	(19.198)
Profit for the year	6.796	7.903	65.999	73.263	23.035
Balance sheet total	1.425.330	1.423.507	1.337.549	1.334.588	1.367.391
Investments in property, plant and equipment	67.813	176.539	24.972	8.121	10.115
Equity	544.201	537.405	566.665	507.478	430.341
Cash flows from operating activities	42.936	46.310	154.060	134.637	148.083
Cash flows from investment activities	(52.036)	(166.837)	(24.530)	(4.462)	(12.508)
Cash flows from financial activities	9.133	115.980	(124.978)	(130.338)	4.536
Average number of employees	1.032	1.020	999	989	1.009
Financial ratios					
Gross margin (%)	21,24	19,96	21,34	21,18	20,38
Net margin (%)	0,20	0,25	1,98	2,36	0,79
Return on equity (%)	1,26	1,43	12,29	15,62	5,58
Equity ratio (%)	38,18	37,75	42,37	38,03	31,47

Key facts and figures are defined and calculated in accordance with CFA Society Denmark's current version of "Recommendations & Key Figures".

Gross margin (%):

$\frac{\text{Gross profit/loss}}{\text{Revenue}} \cdot 100$

Net margin (%):

$\frac{\text{Profit/loss for the year}}{\text{Revenue}} \cdot 100$

Return on equity (%):

$\frac{\text{Profit/loss for the year}}{\text{Average equity}} \cdot 100$

Equity ratio (%):

$\frac{\text{Equity}}{\text{Balance sheet total}} \cdot 100$

THE COMPANY’S MOST IMPOR-
TANT ACTIVITIES

The group's activities consist of operating a trans-
port business and related activities.

DEVELOPMENTS IN ACTIVITIES
AND FINANCIAL SITUATION

The income statement for 01.01.24 to 31.12.24 shows
a profit of TDKK 6,796 compared to TDKK 7,903 for
01.01.23 to 31.12.23 The balance sheet shows equity of
TDKK 544,201.

PROFIT/LOSS FOR THE YEAR
COMPARED TO THE EXPECTED
DEVELOPMENT

The profit expectation for 2024 was a profit before
tax of DKK 20-40 million. We consider this target to
have been met.

EXPECTED DEVELOPMENT

We expect a positive development in revenue of
between 5-10% cent and a positive result before tax
of around DKK 50-60 million for the coming year.

FOREIGN DIVISIONS

The Danske Fragtmænd A/S, Sweden branch is an
integral part of the company.

EVENTS AFTER THE BALANCE
SHEET DATE

As of this date no events have occurred after the
balance sheet date that change the assessment of
the annual report.

THE GROUP’S TREASURY SHARES IN THE PARENT COMPANY

	Number	Booked par value TDKK	Share of the company’s capital%
Inventory, beginning of the year	702	702	0,94
Appropriations for the year	2.601	2.601	3,47
Divestments for the year	(2.601)	(2.601)	(3,47)
Holdings of treasury shares	702	702	0,94

The nominal price of the shares as of 31.12.2024 is DKK 732 compared to DKK 723 as of 31.12.2023. The unit price as of 31.12.2024 is DKK 7,324 compared to DKK 7,233 as of 31.12.2023.

DANSKE FRAGTMÆND EXPRESS ACHIEVES ISO 9001:2015 CERTIFICATION

In April 2024, Danske Fragtmænd Express was certified according to the recognised ISO 9001:2015 standard. The certification marks an important step in the company's development and emphasises a strong dedication to ensuring high quality, efficiency and customer satisfaction.

The process towards certification has required a comprehensive review of internal workflows with a focus on optimising efficiency and reducing costs. A lot of work has gone into documenting that all the requirements of the standard are met. ISO 9001:2015 is an internationally recognised standard, which places high demands on quality management of products and services. With the certification, Danske Fragtmænd Express joins an exclusive group of companies recognised for their focus on quality management and continuous improvement.

Danske Fragtmænd Express is now working towards ISO certification in sustainability and health and safety and expects to achieve this by April 2025. This will further support the ambitions to promote responsible operations.



INCREASED SATISFACTION AND SOLID PROGRESS IN THE CUSTOMER SURVEY

In January 2024, we conducted Danske Fragtmænd's annual customer survey, which provided valuable insight into our customers' experience of working with us. Of the 1,017 participating customers, 96% responded that they are satisfied or very satisfied with the collaboration. The result represents an increase of just over 2% compared to our 2022 survey and confirms that our efforts have had a positive impact.

After the 2022 customer survey, we identified several areas with potential for improvement, especially in our customer service. That is why we launched a targeted effort in this area, and the results of that effort is now evident in this year's survey. 84% of customers surveyed express satisfaction or high satisfaction with our customer service, which is an increase of 3% since last time.

Customers represent a wide range of small, medium and large companies from different industries and geographical areas. This diversity gives us a solid basis for assessing the general satisfaction and develop

our services in line with the different needs of our customers.

While we are proud of the positive results, we recognise that there is always room for improvement. Based on the latest feedback, we will focus on creating even more value for our customers in the future. One of the new focus areas is improving communication, where we will increase the frequency of newsletters with updates on delivery status and other relevant information. Furthermore, we are working to optimise our customer service by empowering our employees to handle queries quickly and thus meet customer needs even more efficiently.

The insights gained from the customer survey confirm that we are on the right track. And we look forward to building on the positive foundation we have created. By continuing to adapt to customer demands and expectations, we will ensure that we continue to meet the high standards of both customers and the market.

JOINING A GLOBAL COMPACT FOR A SUSTAINABLE FUTURE

In June 2024, Danske Fragtmænd took an important step in our sustainability efforts by joining the UN Global Compact, the world's largest corporate sustainability initiative. The international initiative aims to promote responsible business practices that contribute to a more socially just and sustainable future.

By joining the UN Global Compact, we have committed to integrating the ten universal principles on human rights, labour rights, environment and anti-corruption into our business strategy and daily operations. The principles are an essential part of our sustainability journey and help us take responsibility for our impact on people and the planet.

As part of our commitment, we will actively work to create positive change in collaboration with our customers, suppliers and partners. We recognise that collective action is essential to creating lasting improvements and the company is committed to playing a role in the global movement.

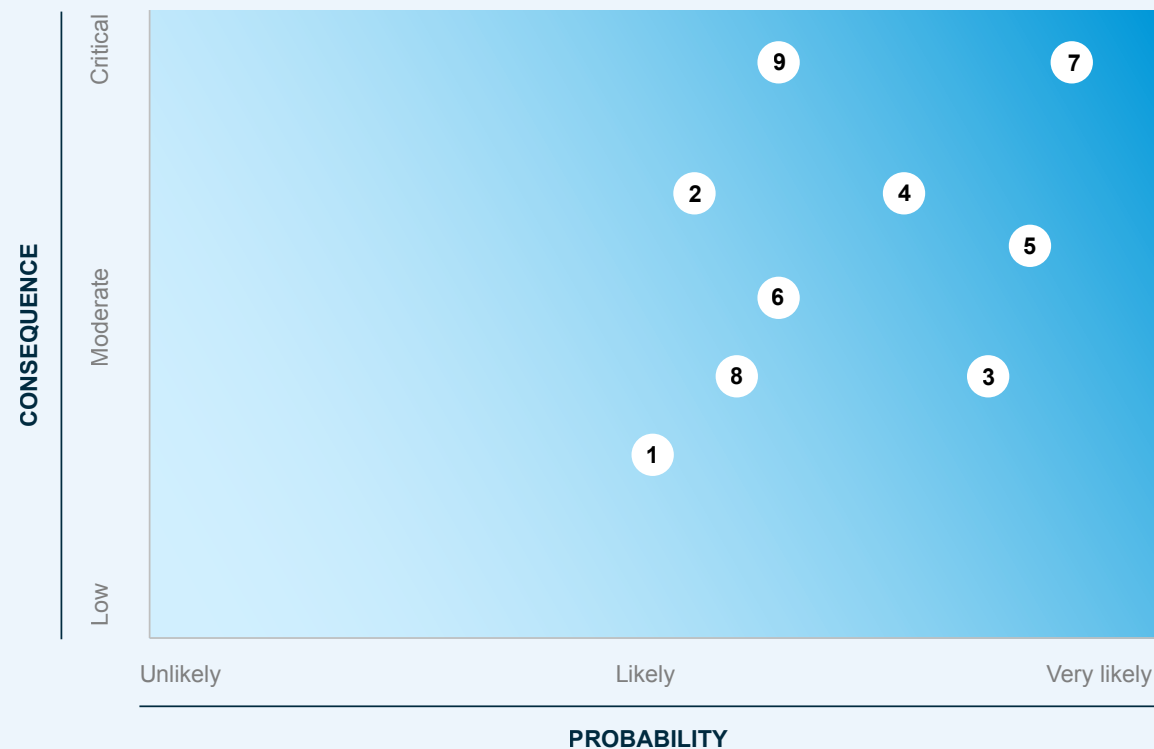
We look forward to the opportunities and challenges that come with our membership of the UN Global Compact. This will undoubtedly strengthen our ability to run a responsible and sustainable business that contributes to a better society for future generations.

MAIN RISKS

At Danske Fragtmænd, we see risk management as an integral and crucial part of our strategic focus. We work systematically to identify and categorise the most significant risk factors that may affect our operations and financial performance. Through a structured approach, we ensure that risk management is embedded in our daily business practices with the goal of reducing risks to a level that supports our strategic ambitions.

Our top management bears the overall responsibility for managing the risks. They continuously evaluate and prioritise risks based on their likelihood and potential consequences.

In the following sections, we dive into a detailed review of the most critical risk factors we face and our strategies to minimise their impact to ensure a robust and sustainable development of our business.



Risk assessment

The model shows the probability of a risk occurring and how we assess that it affects Danske Fragtmænd's business.

Financial risks

- 1:** Interest rates and high inflation
- 2:** Customer composition

Strategic risks

- 3:** The green transition
- 4:** Market development
- 5:** Political development

Operational risks

- 6:** Skilled labour shortage
- 7:** IT risks (cyber-attacks)
- 8:** Work environment (health and safety)

Compliance risks

- 9:** NIS2

FINANSIELLE RISICI

	RISK DESCRIPTION	EFFECT	PREVENTIVE
Interest rates and high inflation	During 2024, the continued high interest rates have had a significant impact on Danske Fragtmænd. Although inflation fell to a lower level of around 1.6%, previously high inflation affected consumption and business investment in the first half of the year. Our debts are still primarily short-term with variable interest rates, which poses a financial risk in the current interest rate environment. As a cyclical company, we are dependent on customer activity, and the economic challenges have affected freight volumes and revenue.	<ul style="list-style-type: none">High interest rates mean increased financial burdens for Danske Fragtmænd. This can result in a limitation of our investment capacity and potentially our ability to adapt to market developments.Lower consumption and investment activity by our customers has reduced demand for freight, which has negatively affected our revenue several times in 2024.	<ul style="list-style-type: none">A clear fiscal policy and effective liquidity management have been maintained throughout the year to ensure financial resilience.Price adjustments were implemented in 2024 to ensure that rising costs do not undermine our operational economy.
Customer composition	Although Danske Fragtmænd serves nearly 40,000 customers in various industries and market segments, it is clear that our largest customers play a crucial role in our overall business volume. Our business model, which involves terminals and freight forwarders spread across Denmark, means that we are very dependent on high and stable revenue. Our lorries must continue to keep the network running, whether they are filled to capacity or only partially filled. Therefore, the loss of several of our major customers would pose a significant challenge to the company's revenue.	<ul style="list-style-type: none">Our revenue and bottom line will decrease.It will also put pressure on the company's cash flow.Our local carriers' finances will also be affected by the loss of major customers.	<ul style="list-style-type: none">We make sure that Danske Fragtmænd's service and quality are always top notch, as this helps maintain customer loyalty.Our sales organisation focuses on negotiating long-term contracts with our customers to create predictable revenue streams and reduce the risk of sudden revenue losses.We closely monitor our largest customers to detect early signs of potential problems or changes in their business needs.

STRATEGISKE RISICI

	RISK DESCRIPTION	EFFECT	PREVENTIVE
The green transition	<p>The transition from diesel to electric lorries entails strategic risks for Danske Fragtmænd with consequences for operations, finances and market position.</p> <p>A significant financial risk is related to the high acquisition costs of electric lorries, which are significantly more expensive than diesel models. In addition, investments in charging infrastructure with a long payback time can put pressure on liquidity. Furthermore, delivery times are long, which can delay the transition, and rapid technology development creates the risk of outdated investments.</p> <p>Operationally, long charging times are a challenge compared to fast diesel refuelling, which can disrupt our 24/7 operations and create complexity in route planning. Limited range and the need for multiple charging stops can affect efficiency.</p> <p>At the same time, our current operations have a significant impact on the world around us. Our fleet of diesel lorries contributes significantly to carbon emissions and air pollution, which not only accelerates climate change but also degrades air quality in the areas where we operate. This can lead to stricter environmental requirements from the authorities, as well as increased pressure from customers and business partners who demand more sustainable transport solutions. In addition, negative media coverage and increasing focus on climate impact can affect our reputation and weaken our position in the market.</p> <p>Finally, there is a market risk associated with our customers' expectations. A slow transition to green transport can lead to a loss of customers as more partners and customers demand sustainable solutions. If we fail to adapt quickly enough, we risk losing market share to competitors who implement green solutions faster.</p>	<ul style="list-style-type: none"> Failure to go green can lead to loss of market share as customers increasingly demand sustainable transport solutions and choose suppliers who can deliver them. The cost of converting to electric lorries and establishing charging infrastructure will increase production costs for Danske Fragtmænd, which may affect our competitiveness. The long charging time of electric lorries, combined with our round-the-clock operations, may force us to reorganise parts of production to adapt to the use of electric vehicles. This can ultimately lead to logistical and financial challenges. Challenges with grid capacity and local transformers can delay or limit the deployment of electric lorries, further impacting our ability to deliver on green objectives. 	<ul style="list-style-type: none"> To reduce the financial burden of the green transition, we are actively working to establish strategic partnerships with our customers on sustainable solutions and joint investments in the transition. We continuously apply for grants from green subsidy schemes to alleviate costs and accelerate the transition to electric vehicles. As part of our efforts, we are gradually replacing our equipment with electric vehicles where infrastructure and finances allow. Our customers contribute through an environmental surcharge of 7% of the freight price, which is specifically earmarked to support our green transition. In some areas we use HVO diesel as a temporary solution. HVO diesel emits significantly less carbon than traditional diesel, but is a limited and expensive resource, so we cannot implement it on all our vehicles. We are also working hard to communicate the benefits of switching to electric lorries to our carriers to motivate them to take part in the transition and ensure wider support for the green strategy.

	RISK DESCRIPTION	EFFECT	PREVENTIVE
Market development	<p>The transport industry is experiencing fierce competition and price pressure, especially during recessions when demand for transport drops because people are buying less.</p> <p>PostNord Logistics withdrew from the market in June 2024, reducing the number of major players. Still, price competition remains intense as the market adjusts to lower activity levels.</p> <p>Transport often acts as a low involvement product, making it challenging to convince customers of the value of higher quality and service. Danske Fragtmænd is at the upper end of the price scale, but many companies are struggling with rising costs, making it harder to attract new customers and retain existing ones.</p> <p>The green transition is creating big differences in the transport sector. Players that quickly adapt to sustainable solutions are likely to secure a stronger position in the future and build better relationships with customers and partners.</p>	<ul style="list-style-type: none"> Our growth may come under pressure as we are unable to attract and retain customers due to high prices. Price pressure from other players can result in us having to lower our prices to retain customers despite the fact that our customer coverage ratio is no longer financially sustainable. Our already pressurised profit margins are decreasing further. 	<ul style="list-style-type: none"> We continuously monitor and analyse market trends, customer behaviour and competitor actions to react quickly and stay competitive. Our marketing and sales activities focus on visualising the added value customers get from Danske Fragtmænd versus our competitors. We have initiated a number of changes in our customer department that will eventually provide our customers with even better service and quality.
Political development	<p>The political landscape can have a significant impact on Danske Fragtmænd's business. Unpredictable political events or decisions can lead to uncertainty and potential challenges for our business</p>	<ul style="list-style-type: none"> This can increase our costs and affect our earnings. New legislation can increase administrative tasks in the organisation and limit our competitiveness. 	<ul style="list-style-type: none"> Together with our employers' association, we keep abreast of political decisions and regulations that may affect the transport industry. We have established an in-house legal department to help the company understand and comply with relevant laws and regulations. We also work to establish and strengthen our relationships with relevant political decision-makers so that they have sound knowledge of the opportunities and challenges facing the transport industry.

OPERATIONELLE RISICI

	RISK DESCRIPTION	EFFECT	PREVENTIVE
Skilled labour shortage	<p>The lack of skilled labour is a significant challenge for Danske Fragtmænd, as it can often be difficult to attract employees with the necessary skills and experience in the transport sector. The average age of our drivers and terminal employees is high, and unfortunately, we see fewer young people choosing the transport industry as a career path.</p>	<ul style="list-style-type: none"> The lack of skilled labour can ultimately lead to us turning customers away if we do not have the capacity to meet their needs. Quality and service levels can be negatively affected as we may be forced to use employees without the necessary experience and expertise to deliver the desired work. Insufficient or poorly qualified labour can also make us less attractive as a workplace for both current and potential employees. 	<ul style="list-style-type: none"> We have a strong tradition of employing apprentices and building our own food chain of skilled employees. This ensures that we continuously add new people with the right qualifications to the organisation. As part of our overall strategy, we are committed to creating a safe and attractive workplace. We continuously implement initiatives such as development programmes, flexible working conditions and social events to strengthen the work environment and increase employee satisfaction. Danske Fragtmænd's employers' association, ATL, and the trade union 3F continuously make great efforts to attract new labour to the transport industry. Initiatives that Danske Fragtmænd naturally supports. Finally, we often participate in local career and education fairs together with our local carriers.
IT risks (cyber-attacks)	<p>The risk of cyber-attacks is increasing and poses a significant threat to Danske Fragtmænd. As a digital business, we are entirely dependent on the stability and functionality of our IT systems. A crash due to a hacker attack can paralyse our operations, meaning we cannot pick up or deliver goods to our customers. With our large market share, the consequences of an attack would not only affect us but also have national implications as thousands of businesses would experience disruptions in their supply chains. In addition, the threat of ransom demands from cyber criminals is an additional risk that can have serious financial and operational consequences for our business.</p>	<ul style="list-style-type: none"> A cyber-attack on Danske Fragtmænd could result in thousands of Danish businesses being unable to pick up or deliver goods, causing widespread supply chain disruption. In a data breach, sensitive customer and employee data risks being compromised, which can lead to loss of trust, legal challenges and financial consequences. 	<ul style="list-style-type: none"> We have implemented an IT security training programme for our salaried employees, which 55% have completed so far. The programme aims to increase knowledge and awareness of IT security and processing personal data among employees who work with IT in their daily tasks. We have tightened password requirements and implemented two-factor authentication in many parts of the business to strengthen security for our IT users. We regularly update our IT systems with the latest security updates to minimise the risk of vulnerabilities. A new data centre with micro-segmentation has been established, limiting data flow to only between approved servers and strengthening overall data security.

	RISK DESCRIPTION	EFFECT	PREVENTIVE
Work environment (Health and safety)	<p>At Danske Fragtmænd, workplace accidents are a major concern, especially for the employees at our terminals who are exposed to increased risk in their daily work. Risks can range from vehicle collisions and ergonomic challenges to exposure to hazardous chemicals or noise. Furthermore, much of our operations take place during the evening and night hours, which research shows can have a long-term impact on employees' health.</p>	<ul style="list-style-type: none"> Workplace accidents can lead to serious injuries to employees and result in long-term sick leave, affecting both well-being and efficiency. A spill of hazardous chemicals at one of our terminals can cause downtime, extensive clean-up work and potentially lead to legal and environmental consequences. A high rate of workplace accidents can result in the loss of customers as companies increasingly prioritise partners with strong safety and working conditions. <p>Repeated workplace accidents will also damage our employer brand, which can make it harder to attract and retain qualified employees in the future.</p> <ul style="list-style-type: none"> Beyond the direct consequences, workplace accidents can create a culture of uncertainty among employees, which can negatively impact productivity and morale. 	<ul style="list-style-type: none"> Naturally, we always comply with current health and safety legislation to ensure a safe and healthy working environment. Our health and safety organisation works continuously to identify and assess potential hazards and risks in the workplace. They develop action plans to prevent accidents and regularly update procedures and policies to ensure they are effective and adapted to new challenges. Employees receive ongoing training in safety procedures and health promotion practices to improve their knowledge and understanding of the work environment. We use job rotation as a preventive tool to minimise the risk of repetitive strain injuries and promote employee well-being. We actively work to create an open safety culture where employees can safely report potentially dangerous situations or accidents. We use the reports systematically to improve and optimise safety. Employees on our night shifts are offered an annual health check-up to monitor and promote their health regarding the special challenges of night work. From the 2025 financial year, we will run two health and safety campaigns annually to highlight specific health and safety areas and engage employees in improving the work environment. Work on preparing the first campaign already started at the end of 2024.

COMPLIANCE RISICI

	RISK DESCRIPTION	EFFECT	PREVENTIVE
NIS2	<p>NIS2 is a European directive that aims to strengthen information technology security and cybersecurity across the EU. For Danske Fragtmænd, NIS2 poses a significant risk as the penalty for not being NIS2 compliant can be as much as 2% of the company's turnover.</p> <p>In addition, the company's management can be held personally liable for violating the directive's requirements. Finally, achieving NIS2 compliance will require significant resources.</p>	<ul style="list-style-type: none"> We will need additional work capacity to help ensure that we are NIS2 compliant, which means increased labour costs. To comply with NIS2 requirements, we need to upgrade many of our IT systems. This will lead to less flexibility in production as employees will have to spend more time on administration and security than they do today. We need to establish control measures that we do not have today. 	<ul style="list-style-type: none"> We are continuously working to be compliant with industry standards for what is best practice in IT security. Of course, we also want to ensure that the new requirements that come with NIS2 are implemented before the start of the directive. In addition, we have implemented a digital training programme that educates the board, management and employees in IT security.

AT THE FOREFRONT OF CSRD

As part of our strategic focus, in 2024 we have been working intensively on our preparations for the new EU Corporate Sustainability Reporting Directive (CSRD). As a C-class company, the directive will apply to us from the 2025 financial year, and we have already taken significant steps to ensure we are ahead of the coming requirements.

In spring 2024, we conducted a double materiality assessment to uncover and gain deeper insights into our most significant impacts on people and the environment (impact materiality) and sustainability risks and opportunities (economic materiality). The analysis has helped us identify and assess both the financial and non-financial factors that impact our business and our stakeholders. Based on the analysis, we have been able to create a solid foundation for our future reporting and fulfilment of CSRD requirements.

Moreover, we have worked intensively to strengthen our data base to ensure that we can measure the things we have identified as important. This ensures that we can report accurately and consistently in line with the new standards.

We are well advanced in our preparations and look forward to building on the work we have started. We will continue to integrate the necessary processes and procedures into our daily operations to provide comprehensive and transparent reporting in accordance with the directive.



COLLABORATION BUILT ON GROWTH AND FLEXIBILITY

For more than 25 years, Danske Fragtmænd has had a close and dynamic collaboration with Flying Tiger Copenhagen. Our journey together began in 1998 when we took over DSB Stykgods and started delivering goods to their first shops. Back then, warehouses were small and goods were packed and labelled in confined spaces. Since then, Flying Tiger Copenhagen has developed into an international retail chain with shops all over the world, and we have followed as a stable and flexible logistics partner in the Danish market.

Over the years, Flying Tiger Copenhagen has experienced significant growth, which has meant continuous replacement and expansion of their stocks. New needs have arisen and logistics have become more complex, but we have ensured a smooth transition every time. Our ability to adapt to their changes has been crucial to maintaining an efficient supply chain.

Flying Tiger Copenhagen shops often have limited storage space and many are in areas with delivery restrictions, such as pedestrianised streets and shopping centres. That is why precision in delivery is crucial. Today, they rely heavily on DOT (Delivery On Time) deliveries, where deliveries are booked to arrive by a certain time. This allows shops to get goods in place in a timely manner without disrupting their daily operations.

“When shops open their doors at 10 am, there is no point in having a pallet or an employee rummaging around with goods. Deliveries need to be in place, so we are ready for customers from the start. DOT deliveries make a huge difference for us because they allow our staff to focus on the customers instead of



handling goods receipts in the middle of opening hours,” says René Grønskov, Transport Manager at Flying Tiger Copenhagen.

For Flying Tiger Copenhagen, it is also crucial that the drivers who deliver to the shops know the specific requirements and conditions for each destination. Over the years, many of Danske Fragtmænd's drivers have developed close relationships with the shops and employees, making deliveries more efficient and providing peace of mind for the recipients.

“It means a lot to us that we have the same drivers delivering to our shops. When the same person comes over and over again, it builds trust and confidence in our staff and avoids misunderstandings. The drivers know exactly how to handle deliveries – especially in city centres with restrictions,” explains René Grønskov.

Flying Tiger Copenhagen places high demands on deliveries, especially during peak seasons, such as the run-up to Christmas. Shops are receiving far more goods than usual and time management is a critical factor. A delay can have major consequences for shop operations.

“If the delivery is delayed by even an hour, our staff may not have time to get the goods in place before the shop opens. During our busiest periods, the shops receive twice as many pallets as normal, and it's a great advantage that Danske Fragtmænd knows our needs and plans the routes accordingly,” says René Grønskov.

The collaboration has also evolved with an increasing focus on sustainability. Flying Tiger Copenhagen is actively working to minimise its environmental footprint, and transport obviously plays an important role in this.

“We know that Danske Fragtmænd is already focusing on electrifying the vehicle fleet, and this is a development we are following closely. For us, it is important to minimise our carbon footprint, and green deliveries play an important role in this,” René Grønskov concludes.

With a long history behind us and a future with new challenges and opportunities, we continue to work with Flying Tiger Copenhagen to create efficient and flexible logistics solutions that support their growth and business strategy.



ABOUT FLYING TIGER COPENHAGEN

Zebra A/S is the company behind the retail chain Flying Tiger Copenhagen.

The first shop opened in Copenhagen in 1995, where all products cost DKK 10. Since then, the chain has grown into an international brand with more than 1,000 shops in 39 countries + an online shop.

The concept is based on festive and colourful experiences with unique, fun and functional products at affordable prices. Products range from office supplies, to kitchenware, toys, partyware, gadgets, crafts and a large selection of snacks.

Flying Tiger Copenhagen had a turnover of DKK 4.97 billion in 2023 (the most recently published financial year).

Head office: Christianshavn, Copenhagen.

Warehouse: The company's warehouse in Denmark is located in Greve and is a semi-automated warehouse of 60,000 m2 from which +100,000 pallets are shipped annually.

Products at Danske Fragtmænd:
Transport of full and half pallets.

Flying Tiger Copenhagen has been a customer of Danske Fragtmænd since 1998.

INTRODUCTION TO ESG

THE UN GLOBAL GOALS AND DANSKE FRAGTMÆND'S COMMITMENT TO SUSTAINABILITY

At Danske Fragtmænd, we work purposefully with sustainability as an integral part of our corporate strategy and values. We take responsibility for our employees, the environment and the society we operate in, and this is expressed through our principle, "Freight with consideration". Our strategy supports the UN Global Goals with a special focus on the areas where we can make the biggest difference.

Although we have a long way to go before we can consider ourselves a fully sustainable business, we have set ambitious goals that steer us towards a more responsible future. Our 2024 annual report documents our progress and the initiatives we prioritise. The targets are carefully selected because they reflect our core values and vision of positive development for both the environment and society. The illustration to the right is an overview of our focus areas and specific initiatives.



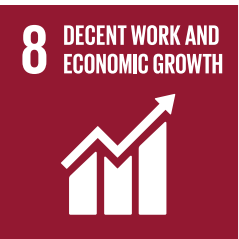
We promote health and well-being through health programmes, work environment improvements and initiatives that support employees' physical and mental well-being.



With a focus on equality, we strive for a fair and inclusive workplace. Anti-discrimination and leadership diversity initiatives strengthen our community and create equal opportunities.



We are reducing our climate footprint by, among other things, installing solar panels at our logistics centres, switching to green energy in our operations and working towards a gradual transition to electric vehicles.



To create safe and decent working conditions, we continuously develop training programmes that give employees opportunities for professional growth. We focus on safety and well-being at all levels of the organisation and include initiatives that help those outside the labour market find a way in.



We invest in technology and digitalisation to improve efficiency in transport and logistics, including smarter route planning that saves fuel and reduces the environmental impact.



Our responsible consumption efforts include waste sorting and recycling across facilities, where we strive to minimise waste and increase recycling in our supply chain.



We have set climate targets for reducing carbon emissions. And create green transport solutions. At the same time, we engage in projects to promote climate-friendly technologies and minimise our climate impact.



THE GLOBAL GOALS
For Sustainable Development

PREREQUISITE FOR ESG DATA STATEMENTS

Danske Fragtmænd’s ESG reporting was from the 2023 financial year and is an integrated part of the management commentary and the company’s annual report and in accordance with sections 99a, 99b and 99d of the Danish Financial Statements Act. The reporting covers the accounting period from 1 January 2024 to 31 December 2024.

The report is designed to provide an overview of the group’s ESG activities, including information about the company’s climate efforts and objectives. The report is based on data from 2020-2024, where all index figures are based on 2020 or the next year with available data. It has not been possible to obtain data for waste in 2020, so the baseline is 2021. The same applies to data on our water consumption in 2020 to 2022, and the number of employees with reduced working capacity in 2020 to 2021. Data used in the report is collected from invoices, meter readings, suppliers, bills and our IT systems. In case

of unavailability of data, we use estimates according to generally accepted accounting principles.

Calculation basis for climate accounting

Below we describe the calculation basis for our climate accounting and the areas included and excluded in our calculations.

Greenhouse Gas (GHG) Protocol

The accounts are prepared in accordance with the international standard, the Greenhouse Gas (GHG) Protocol, which is the leading standard for climate calculations. According to the GHG Protocol, climate accounting must cover three different scopes of emissions. Here, the protocol distinguishes between greenhouse gases emitted by individual companies from their own premises and machinery (for example, by burning petrol, diesel or natural gas) - called Scope 1, emissions associated with the production of the energy the company purchases (for example,

electricity and district heating) - called Scope 2 and emissions associated with the value chain that the company is part of (for example, through its procurement) - called "Scope 3"

The basic accounting principles

The GHG Protocol also sets out six accounting principles that a company should follow when reporting its climate impact. The principles are as follows; relevance, completeness, consistency, transparency, accuracy and conservatism. In our reporting, the six principles are also implemented, as we want a high-quality and credible climate accounting. For an elaboration of the six principles, please see [here](#).

Environmental calculator

When calculating Danske Fragtmænd’s climate impact, we have used two different environmental calculators: [Danske Fragtmænd’s own environmental calculator](#) and [the Danish Business Authority’s carbon calculator](#). We use Danske Fragtmænd’s environmental calculator to calculate the carbon impact of our transport and distribution, as we consider it to be more accurate than the Danish Business Authority’s carbon calculator. The remaining calculations are based on the Danish Business Authority’s carbon calculator.

The three scopes at Danske Fragtmænd

Based on the Greenhouse Gas (GHG) Protocol standard, we divide Danske Fragtmænd’s primary CO2-emitting activities into the following three scopes:

Scope	Type of emission	Input data
Scope 1	Direct emissions	Fuel own vehicles
Scope 2	Indirect emissions	Purchase of electricity, water and heating
Scope 3	Other indirect emissions	Transport and distribution
Out of scope	Carbon saving	Waste management

- * Definition taken from the Global Compact’s “[Easy Guide to Climate Accounting](#)”.
- ** Transport and distribution includes the collection of goods from the sender for delivery to the recipient for the following Danske Fragtmænd concepts (part loads, overnight distribution, direct and crane), regardless of whether the goods are transported in whole or in part by carriers or subcontractors. The transports of the courier company Danske Fragtmænd Express are not included in the accounts, as the data basis is unfortunately incomplete and therefore not valid.
- *** Some of Danske Fragtmænd’s terminals are not operated by Danske Fragtmænd, but by subcontractors where data is not available. These are therefore not included in the financial statements.

ENVIRONMENTAL FACTORS

STATUS 2024

In 2024, Danske Fragtmænd experienced challenges in maintaining the positive development in our environmental efforts. While we remain committed to minimising our environmental footprint, the year has been characterised by changing market conditions that have negatively affected our carbon emissions.

Compared to 2023, our total carbon emissions have increased by 3.4%, which has meant that our reduction compared to the reference year 2020 has decreased from 10.9% to 7.7%. We have not reached our target of a 5% reduction for the year. The decline is primarily due to a major competitor exiting the market, which led to many customers switching to Danske Fragtmænd. The increased activity has naturally led to higher emissions, as transport is the primary source of our carbon footprint.

We are now in a situation where many of the low-hanging fruits of our environmental work have already been harvested. The biggest opportunity for further reduction

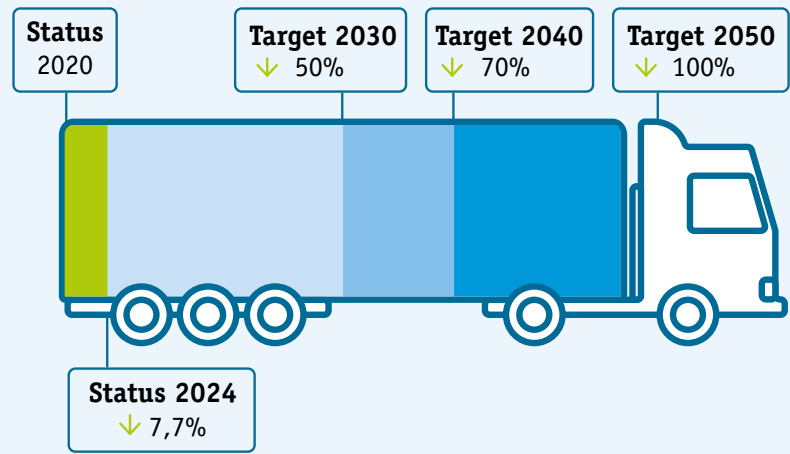
lies in the transition to electric lorries. We are therefore working hard to speed up the process, but the long delivery times for electric lorries are a significant barrier to progress. At the same time, we see the development of the charging infrastructure at our terminals as a vital step towards supporting our carriers in the transition to electric.

Despite the overall challenges, we have achieved an important improvement. We have improved our capacity utilisation by 1.9%, which is a positive step towards reducing the environmental impact per kilometre driven tonne*. The improvement shows that our focus on optimising and streamlining is bearing fruit, even in a challenging year.

In 2024, we strengthened our focus on the need to invest in sustainable solutions even when market conditions challenge us. Our efforts to promote green alternatives will continue unabated in the coming year.

* Calculated as total carbon out of total tonnes/km on our daily distribution. Data is collected from suppliers and IT systems.

REDUCTION STATUS



DEVELOPMENT IN DANSKE FRAGTMÆND’S FLEET COMPOSITION

At Danske Fragtmænd, we do not own the vehicles that transport goods and products for our customers. Instead, the vehicles belong to our group of owners who run independent carrier businesses. However, we recognise that transport is the largest part of our total carbon footprint, which is why we are working hard with our owners to make the fleet more sustainable.

As part of this effort, we have worked closely with our owners to ensure that all vehicles now meet the highest emission standard for diesel-powered lorries, Euronorm 6, or are electric. It’s a goal we are proud to have achieved in 2024.

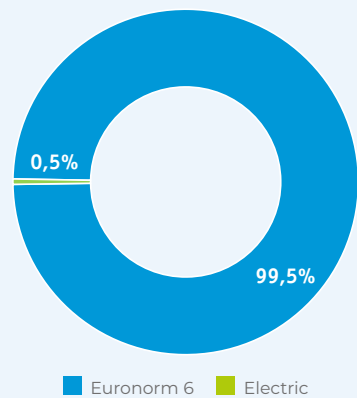
Although Euronorm 6 is a significant improvement over older diesel technologies, diesel is still a fossil fuel. That is why we are in the process of converting the fleet to electric vehicles. And we have another 42 electric lorries on order and on the way. However, this development is not without its challenges, as delivery times for new electric lorries are still long and we have around 1,800 vehicles to replace over time.

To support the growing share of electric lorries, we are in the process of establishing a charging infrastructure at all our terminals. This effort is essential to create the necessary framework for the efficient

operation of electric lorries and marks another important step in our green transition.

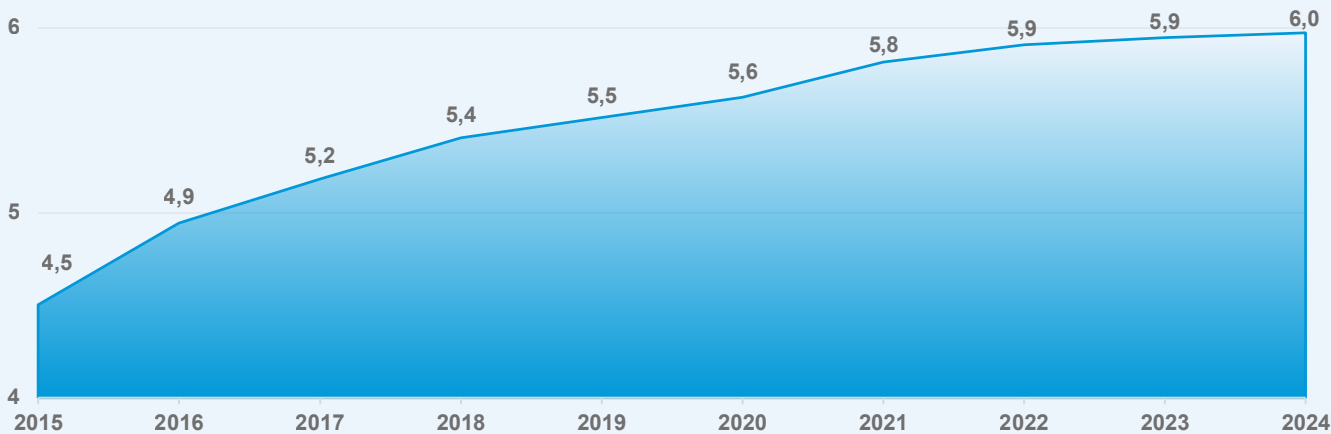
We recognise that the full transition to electric is a long-term process. With a modern fleet that already meets the highest standards for diesel vehicles today, and with a charging infrastructure on the way, we are in a strong position to eventually provide more sustainable solutions to our customers.

FLEET COMPOSITION 2024
GENERAL DISTRIBUTION



Fleet composition is calculated as the number of vehicles with Euronorms in the total fleet. The development in Euronorm is calculated as a weighted average of Euronorms for the total fleet. Data is collected via the Motor Register and dialogue with suppliers.

DEVELOPMENT IN EURONORM





FOCUS ON EFFICIENT TRANSPORT SOLUTIONS

At Danske Fragtmænd, we work hard to optimise our transport solutions and reduce our overall resource consumption. In 2024, we implemented measures to improve efficiency and reduce our environmental impact. A crucial development is that we have added DUO2 road trains to our fleet. Road trains can transport significantly more goods per trip compared to traditional solutions, reducing the number of transports and lowering fuel consumption per tonne kilometre.

We have also continued to optimise the capacity utilisation of our trailers through double-stacking.

The technology makes it possible to stack goods in multiple layers, maximising the amount of goods we can transport in one trip, which means fewer trips and a lower overall consumption of resources. At the same time, we are working hard to consolidate our cargo, bringing together shipments from different senders at our freight terminals. By transporting the goods together to the terminal closest to the recipient, we reduce unnecessary journeys and ensure a more targeted transport.

CIRCULAR ECONOMY AT WORK – A GREENER CHOICE FOR THE FUTURE

In our efforts to promote a more sustainable transport industry, we are actively engaged in several green initiatives where recycling is a key focal point. In addition to major climate efforts such as replacing diesel lorries with electric lorries, we are continuously working on smaller but important sustainable initiatives.

One of the initiatives is our collaboration with ENGEL Workwear, where we ensure that our used workwear gets a new life. When clothes are worn out and we can no longer use them, ENGEL Workwear collects

them at our terminals and transports them to recycling facilities in Germany. Here, they break down the material and convert it into new uses, such as insulation materials or raw fibres for new textile production.

By choosing a circular economy solution, we want to reduce the environmental impact of textile production and take another step towards a more sustainable future. The collaboration with ENGEL Workwear is one of many steps that support our climate goals and ambition to make a positive difference for the environment.



HISTORIC INVESTMENT PAVES THE WAY FOR THE GREEN TRANSITION

2024 marked a landmark year for Danske Fragtmænd's green transition, taking a decisive step towards a more sustainable future. This happened with the signing of an agreement with OK Benzin that ensures the establishment of a charging infrastructure at all 27 terminals in Denmark. The agreement represents the largest single investment in the country and forms the basis for our ambition to electrify our fleet while reducing our environmental impact.

Infrastructure that makes a difference

We started construction work in November 2024, focusing on the terminals in Hvidovre, Brabrand, Aalborg and Sakskøbing as the first. The infrastructure is an essential part of our strategy to integrate electric lorries into daily operations and contribute to a greener and more future-proof transport sector.

At the same time, we have 42 electric lorries on the road that we expect to deliver in 2025. However, the electrification of our fleet has already started, with many of our smaller vans and company cars running on electricity. However, we still face challenges with the electrification of the heaviest bulk transports, where modular trailers and double trailers of up to 60 tonnes play a key role. Here, current technological limitations put an end to full electrifi-

cation, as electric lorries today can only tow up to 42 tonnes. Nevertheless, the use of modular road trains is a greener solution in itself as they reduce transport needs and lower overall carbon emissions.

Logistics and efficiency hand in hand

Although we are well on our way to building a charging infrastructure at our terminals, the electrification of our fleet requires a fundamental transformation of our logistics. Our vehicles are in more or less in operation around the clock, which places high demands on efficiently integrating charging into daily planning. That is why we designed the charging infrastructure so that lorries can charge while drivers load and unload. This is crucial for avoiding wasted time and ensuring we maximise vehicle utilisation in an industry where time and efficiency are key.

The transition from diesel to electric is not only a technological upgrade, but also an organisational change, where charging, driving and resting times must all come together. We are working intensively to adapt our logistics to make the switch to electricity without compromising operations. Although the switch will require a running-in period, we are confident that the long-term benefits will benefit both the environment and our business.





AMBITIONS AND GOALS FOR 2025

In 2025, Danske Fragtmænd faces an exciting but also challenging time. We expect freight volumes to increase, which is positive for our growth and revenue, but it also creates some contrast with our ambitions to reduce our carbon footprint. However, these two goals - economic growth and sustainability - must go hand in hand and we are determined to find the right balance between them.

During 2025, we will receive 42 electric lorries, and we expect to receive the majority in the second half of the year. However, we cannot at this point put an exact percentage on how much the new electric lorries will affect our total carbon footprint in 2025. This will depend on several factors, including delivery times and freight volume development.

The so-called "hockey stick" graph is controversial, but nevertheless, it makes good sense in our business as our carbon footprint will naturally decrease gradually as we replace equipment. In this context, it is important to note

that it is the carriers - our owners and subcontractors - who own most of the necessary equipment. We do not have a direct opportunity to change the composition of our fleet. Our focus in the operating company Danske Fragtmænd A/S is therefore instead to focus on creating the framework to make a green transition attractive to our carriers.

A crucial factor in supporting this transition is the expansion of the necessary charging infrastructure at our terminals. We started this process in 2024 and already in the first half of 2025, more terminals will have charging stations installed, with a special focus on locations where electric lorries are already in operation or where new vehicles are on the way.

2025 will be a year where we continue our sustainable development with a particular focus on strengthening infrastructure and supporting our owners and suppliers in the transition to greener alternatives.

SOCIAL FACTORS

A WORKPLACE FOR EVERYONE

At Danske Fragtmænd, we see diversity and inclusion as a natural and important part of our working day. We want to create a workplace that reflects the society we are part of, where different perspectives and experiences contribute to a stronger community.

We value the diversity that exists among our employees, regardless of gender, age, background, religion or beliefs. At the same time, we focus on including employees with different working abilities. We do this by employing people in flexijobs, under Section 56 schemes and through wage subsidy programmes. By the end of 2024, we had 95 employees working under these schemes - an increase of almost 44% from the previous year when it was 66.

For us, inclusion is about creating a culture where all employees have the opportunity to thrive and contribute based on their individual strengths. We continuously work to ensure that our workplace is a place where everyone feels welcome and valued.

Danske Fragtmænd's commitment to diversity and inclusion is an important part of our way of taking responsibility - both as a company and as part of society. We believe that an inclusive approach creates value for both our employees and our business.



WE PRIORITISE A SAFE WORKING ENVIRONMENT

At Danske Fragtmænd, health and safety is a core value. As a transport company, where the risk of workplace accidents is higher than in many other industries, we work hard to prevent and minimise potential hazards to ensure the well-being and safety of our employees.

We have a dedicated health and safety team that continuously evaluates and addresses challenges within health and safety. The team collaborates across our sites and promotes knowledge sharing and experience exchange, which is essential for creating a strong and safe working environment.

Accessible information is a vital part of our efforts. Through our employee app, which all employees can access from their mobile phone or PC, we offer easy access to important safety information. For example, the app contains safety instructions for our terminals and guidance on correct lifting techniques. In addition, our health and safety team uses the app to communicate training and relevant health and safety related topics.

When it comes to the handling of dangerous goods, we have a strict policy that is supported by our own

safety advisors. All employees with direct responsibility for dangerous goods have an ADR certificate, while other employees receive relevant induction training, so everyone knows their role in maintaining safety.

In our prevention work, we carefully record both workplace injuries and near misses to learn from experience and improve our procedures. In 2023, we recorded 29* reported workplace accidents, which was below our target of a maximum of 30. However, in 2024 we saw an increase to 48 reported accidents, many of which originated from two specific sites. To address this, we have already launched targeted improvement initiatives at the two sites.

In 2025, we plan to further strengthen our efforts by implementing two nationwide campaigns, each of which will focus on selected safety areas over one to two weeks. The aim is to raise awareness and further reduce the risk of workplace accidents.

* Adjusted from the 2023 annual report.

WELL-BEING IN FOCUS - RESULTS AND INITIATIVES FROM 2024

We want to create a safe and attractive workplace at Danske Fragtmænd. Well-being and job satisfaction are crucial to realising this ambition, and we know that it requires a continuous effort from both management and employees. Our managers play a crucial role in creating and maintaining a healthy work culture, and we continuously invest in their development to support employee well-being.

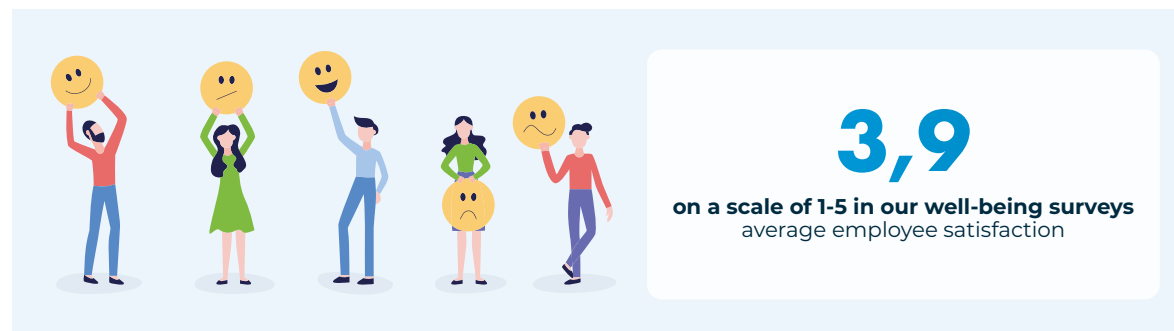
In 2024, we conducted two well-being surveys - one in spring and one in autumn, which has given us valuable insights into employees' experiences and job satisfaction. The response rate increased from 64% in the spring to 69.89% in the autumn, showing a positive development and strong engagement from the employees' side.

The results from the well-being survey show both our strengths and areas for improvement. Among the highest rated questions are satisfaction with the tone between colleagues in the department, which scores 4.2 out of 5. There is also high satisfaction with the collaboration between colleagues (4.1) and overall enjoyment of going to work, although this has dropped slightly from 4.3 in spring to 4.1 in autumn.

On the other hand, the survey also highlights some areas where we have room for improvement. For example, questions about development and training opportunities in the company are low with a score of 3.4. Employees also perceive a need for an increased focus on the work environment (3.6) and a more listening culture where employees' suggestions are heard to a greater extent (3.7). These are areas that we will focus on in 2025.

To ensure follow-up on the results, we will continue to work closely with department managers and employees throughout the organisation. Each department has been given access to their specific results so that we can target our efforts to the unique needs of different parts of the company. Our focus will be on maintaining the strengths highlighted by the survey and systematically addressing the challenges that were identified.

Employee well-being is something we continuously work on, and we look forward to continuing to make Danske Fragtmænd an even better workplace for everyone.



EMPLOYEES ARE THE DRIVING FORCE OF OUR BUSINESS

In 2024, we continued to focus on creating the best environment for our employees. Their development - both professionally and personally - is central to our growth, which is why we have intensified our efforts to offer relevant training and upskilling opportunities.

Our digital training module, which was launched in early 2024, has been a key part of developing our employees. Initially, we focused on supporting the on-boarding of new employees so that they can quickly get started in their roles. At the same time, we have worked to expand the module with short and targeted training programmes for our existing employees, giving everyone the opportunity to further develop their skills and strengthen their contribution to the company.

In 2025, we will introduce a new leadership programme that we will implement in collaboration with an external partner. The programme will replace our current internal leadership programme

and will set new standards for how we develop and empower our managers. The programme will continue to focus on personal leadership, situational leadership and practical tools, but with an updated content adapted to the demands and expectations our managers will face in the future. The goal is to ensure that our managers have the best conditions to create well-being and development for our employees.

Finally, during the year conducted staff performance reviews for our employees. We have worked hard to create individual development plans that support both employees' ambitions and the company's strategic goals. 2024 has been a year where we strengthened the foundation for our continued development. The well-being, skills and commitment of our employees have been at the centre of our focus and will continue to be our priority in the years to come.

EMPLOYEE GRANTS AT DANSKE FRAGTMÆND

As part of our values and ambitions to create an attractive workplace, Danske Fragtmænd has established an annual grant programme where we award three employee grants of DKK 10,000 each. The grants, which we award under the titles Colleague of the Year, Manager of the Year and Driver of the Year, recognise and highlight employees who, through their commitment, positive energy and sense of responsibility, strengthen our community and contribute to the company's well-being and culture.

The grant programme is an important part of our employee satisfaction and retention strategy. The aim is to create a work environment where employees feel seen and valued, and where their positive contribution to the community promotes a healthy company culture that is attractive to both current and future colleagues. Employees' active participa-

tion in the selection process where they can nominate colleagues for the grants further strengthen our commitment to fairness and transparency in all processes. After nominations from colleagues, a management committee reviews all nominations to ensure a thorough and fair selection of this year's recipients.

With the grant programme, Danske Fragtmænd wants to support and reward employees who contribute to the company's well-being and long-term value creation. We see it as an essential investment in our employees' job satisfaction and motivation, which is fundamental to ensuring both quality and continuity in our service. We look forward to continuing the tradition and will in the coming years further strengthen initiatives that make Danske Fragtmænd an attractive and sustainable workplace.

GRANT RECIPIENTS 2024

Colleague of the year:

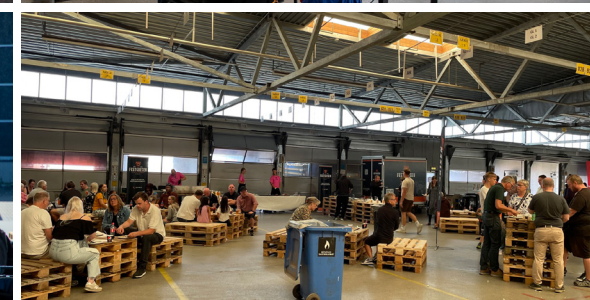
Kim Frier Leth, for his ability to create collaboration and community.

Manager of the year:

Kristian Simmelsgaard Kristensen, for his leadership skills and empathy.

Driver of the year:

A driver from J. Nørgaard Petersen A/S, recognised for reliability and positive charisma.



FAMILY DAY AT DANSKE FRAGTMÆND – NOW A REGULAR TRADITION EVERY OTHER YEAR

In 2024, we took another step to strengthen the bond between our employees and their families. With our new initiative, a nationwide family day, we invited children, spouses and other relatives behind the scenes to get a taste of everyday life at Danske Fragtmænd. Our ambition with the Family Day is to create a regular tradition that gives families a special opportunity to see what happens when mum and dad go to work.

The event is more than just a day of activities; it is an opportunity to show what Danske Fragtmænd stands for and it strengthens the sense of community. Our employees take pride in their work, and

the Family Day gives them the chance to share that pride with those closest to them.

The six hubs that opened their doors this year offered guided tours where families could experience our terminals, warehouses and of course the iconic blue lorries. With activities such as a lorry simulator, go-karting and bouncy castle, the day was filled with experiences for young and old alike. We are delighted that so many participated and we look forward to welcoming you back in two years with new activities and even more experiences that showcase our values and workplace.

FROM WORK PLACEMENT TO PERMANENT JOB

At Danske Fragtmænd, we are used to moving goods, but sometimes we also get the opportunity to move people in the right direction. That is exactly what happened when we got Aputsiaq Abia Aqula Hansen on a programme at our terminal in Odense through 'The Company Shows the Way' project. A programme that started as an opportunity to get back into the labour market and ended with a permanent position and a new colleague that we now can't imagine being without.

A good gut feeling from the start

Danske Fragtmænd has always had a strong culture of social responsibility, and when Odense Municipality contacted us with the opportunity to participate in the project, we were naturally interested. We have a wide range of work and a flexible approach to recruitment, which made it obvious to take part in an initiative that could help citizens back into the labour market. As a company, we see it as an investment - both in the people we help and in our own organisation, where new perspectives and skills are always welcome.

"We couldn't find any reason not to participate," says Operations Manager Frederik Boye Pedersen. "We are a large company with many different work duties, and we see this as a great opportunity to give people a second chance. And if we could get some skilled employees out of it, it's a win-win."



When Aputsiaq started, he was nervous. A terminal is a busy workplace, and it can be overwhelming to navigate the vast logistical machinery. We knew it was crucial to ensure a good start with the right support so he could feel comfortable in his new surroundings. Fortunately, he was met with great support from both managers and colleagues.

“I was very nervous at first, but I was met with openness and helpfulness from both managers and colleagues. They took the time to show me how things worked and slowly I became more independent,” says Aputsiaq.



From trainee to colleague

Aputsiaq’s dedication and willingness to learn was quickly noticed. He started with smaller tasks but gradually took on more responsibility. He learnt how to navigate the terminal, sort goods and eventually load trailers. What initially felt like a challenge gradually became a routine he mastered with ease.

“I was challenged, but in a good way. What used to give me a headache is now something I do without any problems,” says Aputsiaq with a smile.

His development made an impression, and it soon became clear that he was more than just a temporary employee.

“When we saw how well he tackled the work, there was no doubt that we had to offer him a job. He hadn’t just found his place here, he had created it himself,” says Frederik.

More than just a job

For Aputsiaq, the permanent position has been very important. Going from being on the edge of the labour market to a permanent position has given him a sense of stability and belonging. Having a workplace where he is valued has not only meant something professionally - it has also had a positive impact on his personal life and self-esteem.

“It means everything to me. I’m proud to have gotten a job and been able to create a stable life for myself and my children. It’s not just a job, it feels like home. My colleagues are like family,” he says.

‘The Company Shows the Way’ project has been an eye-opener for how much you can move people when they get the right support. For Danske



Fragtmænd, it has been an opportunity to take an active social responsibility and contribute to getting people back into the labour market. We believe that everyone deserves a chance to get back to work, and Aputsiaq is living proof of how meaningful work can make a difference. It’s important for us to be a company that recognises the potential in people, even if they have been away from the labour market for a long time.

FACTS ABOUT ‘THE COMPANY SHOWS THE WAY’ PROJECT

Purpose: The project helps vulnerable unemployed people gain a foothold in the labour market through a special programme at partnership companies.

Target group: People with long-term unemployment, limited work experience or other challenges that make it difficult to achieve sustainable employment.

Method: Participants are given the opportunity to work in companies where they can acquire skills and build networks, often with a view to permanent employment.

Collaboration: The City of Odense has currently entered into cooperation agreements with nine companies that want to help the target group, and three new companies are on their way.

Results: Since the start of the project in 2023, 66 people have been on a programme with the partner companies. As many as 94% of the citizens have succeeded in moving on to ordinary work experience after the programme, and as many as 29% become self-sufficient six months later. This is higher than the average for all activity-ready citizens in Odense, where, according to Jobindsats statistics, 24% find employment after a work placement.

SENIOR SCHEME CREATES VALUE FOR BOTH EMPLOYEES AND THE COMPANY



Bent Simoni has been at Danske Fragtmænd since 2001. In his role as area sales manager, he has played a key role in developing the company's international activities, especially in Sweden, where he helped establish Danske Fragtmænd's Swedish company in 2009. Today he continues to lead the Swedish operations, but in September he chose to start a senior programme, which meant that he replaced the traditional 37-hour working week with a week of 30

hours to have more time for his interests and create a smooth transition to retirement.

"I've seen how difficult it can be to go straight from full-time work to retirement. Losing your daily routines, many of your social contacts and, not least, stopping the work you think you're good at. I wanted to have a smoother transition to retirement while ensuring that I can pass on my knowledge and ex-

perience properly. I have experienced great flexibility from Danske Fragtmænd regarding my wishes, which is something I really appreciate," says Bent.

A shorter working week also means that Bent has had to hand over some of his responsibilities to his colleagues. The agreement is for Bent to take one day off a week, but this has turned out to require more planning than he first thought. It's been a learning curve to recognise that planning is not just about the work tasks, but also about sticking to the planned days off.

"When you reduce your hours by about 20%, it's clear that there will be some tasks you have to drop. Otherwise, I've been walking around doing nothing for seven hours a week. Without a doubt, it has been a challenge to make it all come together. I've realised how important it is to write my days off in my calendar and set up autoresponders on my email so that both colleagues and customers know that I'm off but will be back tomorrow," says Bent.

The planning tools have proven to be crucial in creating a clear division between work and leisure for Bent. They not only help him, but also those around him, as a clear structure allows everyone to better plan their work. Without that kind of planning, Bent has found that working reduced hours can easily end up being more stressful than working full-time.

Which is the opposite of the purpose of the senior scheme, which is to create a smoother and more balanced transition to retirement.

With over 23 years of experience at Danske Fragtmænd, Bent has built up a wealth of knowledge

and experience about Danske Fragtmænd's business and customers. The senior scheme allows you to retain valuable knowledge and ensure continuity in working with customers.

"I've worked with some of my customers for many years, so I know how they each prefer to do things. There are some cultural differences, especially with my Swedish customers, that are important to take into account. Therefore, we have agreed to make a gradual transition where a colleague can follow and get to know the customers. This gives them time to build their own relationship and I can give my input where needed," says Bent.

The agreement is that Bent will continue working for Danske Fragtmænd under the senior scheme for two years, after which he plans to retire. If all goes as expected, he will be able to mark his 25th anniversary as the culmination of his career with Danske Fragtmænd

COLLABORATE WITH HUS FORBI TO COLLECT DEPOSITS

In 2024, we partnered with the association Hus-Forbi and became part of the organisation's bottle and can deposit collection project. The initiative combines environmental and social responsibility by giving socially disadvantaged people the opportunity to earn money through the social tax exemption card by collecting and sorting deposits from businesses. The project provides participants with financial support, but most importantly, an opportunity to regain dignity, create new relationships and feel part of a community.

At Danske Fragtmænd, we see it as a natural part of our responsibility as a company to contribute to a more inclusive and sustainable future. The deposit collection project allows us to take an active part in that responsibility by reducing plastic waste and supporting people in vulnerable positions. At the

same time, it shows how small actions – like donating a deposit – can lead to big, positive changes in both society and the environment.

Although the testing phase of the project was delayed, the project was officially launched in January 2025. Our sponsorship consists of financing the transport of the filled bags, so that all funds can go directly to the people the project is for. The contribution is our way of ensuring that the project is both a success and a valuable support for the people working with the deposit collection.

We look forward to being an active partner in the deposit collection project and contributing to responsible and socially inclusive development – one empty bottle at a time.



'HOP IN THE DRIVER'S CAB' ROAD SAFETY CAMPAIGN CONTINUES SUCCESSFULLY IN YEAR TWO

In 2024, Danske Fragtmænd continued its road safety campaign 'Hop in the driver's cab', developed in collaboration with DTL, Applus Bilsyn, Circle K, Fagforbundet 3F, If Skadeforsikring and Volvo Trucks. The campaign, which aims to teach young people aged 13-16 about safe behaviour around lorries and understanding drivers' working conditions, has once again proven to be an important resource in promoting road safety.

In 2024, the campaign was part of the Danish championship in Skills for the first time, where our stand attracted many curious young people. Visitors were able to experience the campaign films we have developed, which convey important messages about lorries and road safety in an educational and humorous way. Starring the duo Havshen Nabaz and Kamal Hassan - known as Hav and Kamal - the films were well received and sparked interesting conversations with young people about safe behaviour on the road. The direct contact with the target group underlined the value of the fair as a platform for dialogue and awareness.

The campaign continues to achieve high visibility

on social media. Platforms like Snapchat and YouTube were again central to reaching young people, with the campaign films being viewed millions of times. On Snapchat, the films were viewed over 12.6 million times and on YouTube we achieved more than 1.4 million views. The results show that the campaign's message reaches a wide audience and manages to engage young people in relevant and easily accessible formats.

Strong collaboration with our partners has been crucial to the success of the campaign. Through joint efforts and different expertise, we have created a campaign that is both professionally sound and targeted at young people's interests and behaviour. By combining a digital strategy with physical meetings like the Danish championship in Skills, we have achieved a strong synergy between the campaign elements.

The positive results from the first two years of 'Hop in the driver's cab' give us a solid foundation to continue the initiative in 2025, where we will work with our partners to continue to promote road safety and create safe conditions for all road users.

GOVERNANCE CONDITIONS

THE UNDERREPRESENTED GENDER

At Danske Fragtmænd, we understand the importance of promoting gender equality in our organisation and within the transport industry as a whole. Recent statistics show that the transport industry continues to be characterised by a challenging gender balance with women making up a smaller proportion of management levels and the overall workforce. Women make up 20% of all full-time employees, but only 19% of all management positions in the industry are held by women. The numbers have remained relatively stable from 2015 to 2021*. Of course, this is a statistic that we are committed to challenging and changing.

The gender balance at the Danske Fragtmænd Group largely reflects the general industry statistics, and in 2024, we therefore launched initiatives to increase the representation of women in management positions. In addition, we are planning further initiatives in 2025. The focus areas are described in more detail in the section “Policy for the underrepresented gender”.

Target figures for the supreme governing body and other management levels

Even though the legal requirement to publish target figures has been removed from the Danish Accounting Act in December 2024, we at Danske Fragtmænd have chosen to continue sharing our ambitions in this area. We believe that transparency is an important driver of change and underpins our commitment to gender equality.

Fragtmænd Holding

The owners are solely responsible for electing the board of our parent company, Fragtmænd Holding. Only an owner with a route contract and status as a commercial carrier can hold a board position. The commercial carriers are predominantly male and only two out of 40 are women. This is reflected in the board, where all eight positions are currently held by men. Our goal is to increase the proportion of women on the board (the highest governance body) to 12.5% by 2026.

As the company had only one employee at the end of the financial year, we have not set targets for the other management levels.

Danske Fragtmænd A/S

In our subsidiary Danske Fragtmænd A/S, we continue to promote gender equality and gender diversity at all management levels. In 2024, we have succeeded in achieving a balance of 34% women at management levels 1 and 2, surpassing our previous target of 29.6%.

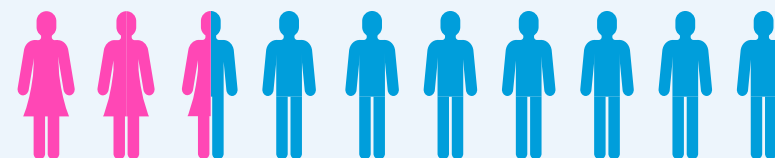
The composition of the Board of Directors of Danske Fragtmænd A/S has not changed in the 2024 financial year, and we therefore maintain the target of 20% representation of the underrepresented gender by 2026. However, for management levels 1 and 2, the target has now been increased to 40% by 2027.

DANSKE FRAGTMÆND A/S

Gender balance on management levels 1 and 2.

25%

2023



34%

2024



* Statistics Denmark's register data and the Confederation of Danish Industry's (DI) calculations, end of November 2021.

FIVE-YEAR OVERVIEW - SHARE OF THE UNDERREPRESENTED GENDER

FRAGTMÆND HOLDING A/S	2023	2024	2025	2026	2027
Supreme governing body (Board of Directors)					
Total number of members	8	8	-	-	-
Underrepresented gender	0	0	-	-	-
Target	12.5%	12,5%	-	-	-
Year of fulfilment of target figures	2026	2026	-	-	-
First and second management level					
Total number of members	1	1	-	-	-
Underrepresented gender	0,0%	0,0%	-	-	-
Target	*	*	-	-	-
Year of fulfilment of target figures	*	*	-	-	-

* Companies with less than 50 employees in the most recent financial year are exempt from setting targets and developing a policy for increased gender diversity at the first and second management level.

DANSKE FRAGTMÆND A/S	2023	2024	2025	2026	2027
Supreme governing body (Board of Directors)					
Total number of members	5	5	-	-	-
Underrepresented gender	0	0	-	-	-
Target	20,0%	20,0%	-	-	-
Year of fulfilment of target figures	2026	2026	-	-	-
First and second management level					
Total number of members	44	29	-	-	-
Underrepresented gender	25,0%	34,5%	-	-	-
Target	29,6%	40%	-	-	-
Year of fulfilment of target figures	2027	2027	-	-	-

POLICY FOR THE UNDERREPRESENTED GENDER

To achieve our goal of increasing the representation of the underrepresented gender among our managers, Danske Fragtmænd has launched a number of specific initiatives. It includes both ongoing and planned initiatives and primarily concerns recruitment and career development. In the following, we present the key elements of our policy aimed at strengthening diversity and equality at the company.

- Management trainee programme**
 We have established a programme to develop leadership aspirants regardless of gender, focusing on leadership insights and behavioural understanding.
- Focus on talent development**
 Our managers are trained to identify and promote female leadership talent with a special emphasis on overcoming career obstacles.
- Inclusive work environment**
 We have revised our communication and physical environment to minimise bias, including a maternity policy that offers 24 weeks of paid maternity leave for mothers, fathers and co-parents.

- Gender-neutral recruitment**
 We will ensure gender neutrality in job advertisements and use anonymisation in the first screening in the recruitment process.
- Minimising unconscious bias**
 We are committed to reducing unconscious bias in recruitment, retention and promotion decisions.
- Work-life balance**
 We offer flexibility and support diverse career choices, which contributes to employee satisfaction.

Danske Fragtmænd's HR department discusses the policy once a year and evaluates whether the measures are having the desired effect and continuously records developments in the proportion of the underrepresented gender in management. The HR department then informs the Board of Directors about the development, which then discusses and revises targets and policies to ensure Danske Fragtmænd's continued development in this area.



ETHICS, HUMAN RIGHTS AND INTEGRITY IN DANSKE FRAGTMÆND'S BUSINESS PRACTICES

Danske Fragtmænd actively distances itself from unethical and corrupt business behaviour. We continuously assess the risk of corruption, bribery and human rights violations and have a policy in place to strengthen our focus on ethics, integrity and responsible business behaviour.

Although our core activities primarily take place in Denmark, where the risk of corruption and human rights violations is generally low, we are aware of our responsibility to ensure that we do not directly or indirectly contribute to such offences. We actively work to respect human rights throughout our value chain and expect the same from our business partners.

We have established a whistleblower scheme that enables employees to report serious offences,

breaches of EU law, human rights violations or other critical issues.

During the 2024 financial year, we received 59 reports, of which 18 fall within the scope of the whistleblower legislation. Of these 18, seven can be characterised as corruption. None of these cases have led to a police report as we have not found it relevant or possible based on the information we have received.

We maintain our clear focus on integrating ethics, human rights and integrity into our daily work and continuously adapt our actions to ensure that we always act in accordance with our values and applicable laws.

STRONGER COLLABORATION THROUGH A NEW SUPPLIER CODE OF CONDUCT

In 2024, Danske Fragtmænd has developed and implemented a new Supplier Code of Conduct as a key part of our commitment to sustainability and responsibility. The Supplier Code of Conduct is designed to ensure that all our business partners live up to the high standards we set for environmental responsibility, social factors and ethical business behaviour. We believe that by setting clear guidelines, we can contribute to a more sustainable supply chain while strengthening the mutual trust relationship with our suppliers.

As a basic prerequisite for collaboration, all our suppliers must now sign the code. The requirement includes obligations to comply with human rights,

ensure fair labour conditions, limit negative environmental impact and demonstrate high integrity in all business activities. Our code is based on internationally recognised ESG (Environmental, Social, Governance) standards and principles, ensuring a consistent approach across our supplier network.

Through the initiative, we are actively working to reduce our overall footprint and support positive development throughout our value chain. We see the initiative as an important milestone on the journey towards a more sustainable future for both Danske Fragtmænd and the companies we work with.





DATA ETHICS AND PERSONAL DATA

In a time of rapid digital development, Danske Fragtmænd is dedicated to addressing the potential risks and uncertainties that may arise. As a company responsible for personal data, we prioritise information security and personal data processing as a fundamental part of the way we do business.

Our employees undergo training to ensure that they handle personal data and confidential material correctly. We work in accordance with internationally recognised security standards, including ISO 27001, which focuses on data security.

To ensure a culture of openness and integrity, as mentioned earlier in the report, we have a whistleblower scheme where employees and other stake-

holders can report irregular behaviour. During 2024, we received 59 enquiries through our whistleblower scheme. The enquiries that met the criteria of the legislation were handled accordingly, while other enquiries were handled differently.

Danske Fragtmænd has developed a data ethics policy, which together with our guidelines for "Data Security and Processing Personal Data" is available on our [website](#). The document reflects our dedication to maintaining the highest standards of data security and personal data protection in our business operations.

ETHICAL LABOUR AND PROFESSIONAL FREEDOM

We have a clear commitment to ensuring an ethical and responsible labour and maintaining the professional freedom of our employees. Our company takes an active stance against any form of social dumping and the negative consequences that can come with poor working conditions. We are committed to ensuring that all our employees work under decent wages and working conditions that not only comply with applicable legislation but also reflect the relevant collective agreements and the respective industry-specific standards.

The Danske Fragtmænd Group is an active member of the Confederation of Danish Industry (DI) and the Employers' Association for Transport and Logistics (ATL). Membership is not just symbolic - it represents our ongoing commitment to promoting sustainable and responsible development

in the transport industry. The collaboration with organisations allows us to ensure the best framework conditions for our employees while keeping up with new regulations, trends and opportunities to improve the working environment.

We also value an open and constructive dialogue with trade unions and continuously work to improve our collaboration with them. Through dialogue, we ensure that we understand and react quickly to the needs and challenges our employees face on a daily basis. At the same time, Danske Fragtmænd fully respects the right of employees to freely organise in unions of their choice, and we take no active role in their choice. We see it as an essential part of their professional freedom and a way to ensure that everyone can work in an environment of respect and security.



ESG ACCOUNTING



Overall statement: The three scopes / Climate footprint transport / Climate footprint energy / Climate footprint waste / Social data

OVERALL STATEMENT: THE THREE SCOPES

		Tonnes CO2e				Index	Percentage development
		2020	2021	2022	2023	2024	2023-2024
Energy and processes	Consumption of electricity – electricity consumption	4.124	4.631	297	316,3	210,7	-33,4%
	Scope 1	-	-	-	-	-	-
	Scope 2	3.381	3.835	124	147,9	53,1	-64,1%
	Scope 3	743	795	173	168,5	157,6	-6,5%
	Outside of scopes	-	-	-	-	-	-
	Heat and process energy	955,0	1.050,0	590,8	596,6	495,2	-17,0%
	District heating – heat consumption	394,0	392,0	238,3	201,2	222,1	10,4%
	Scope 1	-	-	-	-	-	-
	Scope 2	317	316	191	160,9	177,7	10,4%
	Scope 3	76	76	48	40,2	44,4	10,4%
	Outside of scopes	-	-	61	-	-	-
	Fuels – gas consumption (natural gas)	562,0	658,0	352,5	395,5*	273,2	-30,9%
	Scope 1	476,0	558,0	294,3	342,1	236,9	-30,7%
	Scope 2	-	-	-	-	-	-
	Scope 3	86,0	101,0	58,2	53,4	36,2	-32,1%
	Outside of scopes	33,0	39,0	61,1	-	-	-
Primary procurement of raw materials	Water consumption	-	-	-	11,1	10,8	-2,3%
	Scope 1	-	-	-	-	-	-
	Scope 2	-	-	-	-	-	-
	Scope 3	-	-	-	11,1	10,8	-2,3%
	Outside of scopes	-	-	-	-	-	-
Waste and recycling	Waste and recycling	-	1,0	0,4	0,1	0,5	264,3%
	Scope 1	-	-	-	-	-	-
	Scope 2	-	-	-	-	-	-
	Scope 3	-	1,0	0,4	0,1	0,5	264,3%
	Outside of scopes	-	-471,0	-353,2	-996,6	-1.092,7	9,6%
Transport	Transport WTW (wheel-to-wheel)	73.918	77.629	72.248	69.608,2	72.226,5	3,8%
	Scope 1	4.722	4.907	4.570	4.409,6	4.588,2	4,1%
	Scope 2	-	-	-	-	-	-
	Scope 3	69.196	72.722	67.678	65.198,7	67.638,3	3,7%
	Outside of scopes	-	-	-	-	-	-
Total		78.997	83.311	73.136	70.532,4	72.943,7	3,4%

*The data basis has been updated.

CLIMATE FOOTPRINT TRANSPORT

Transport WTW (Tonnes)	2020	2021	2022	2023	2024
Day concept + special route	47.313	49.676	45.919	43.970	46.423
Direct	21.918	22.463	20.664	19.883	20.992
Crane	3.382	4.140	4.370	4.330	3.897
Night	1.305	1.350	1.295	1.425	913
Total	73.918	77.629	72.248	69.608	72.226

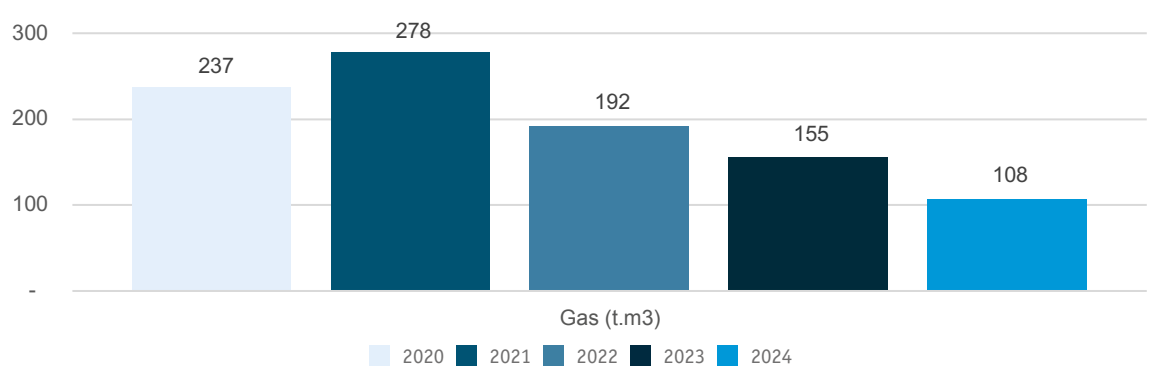
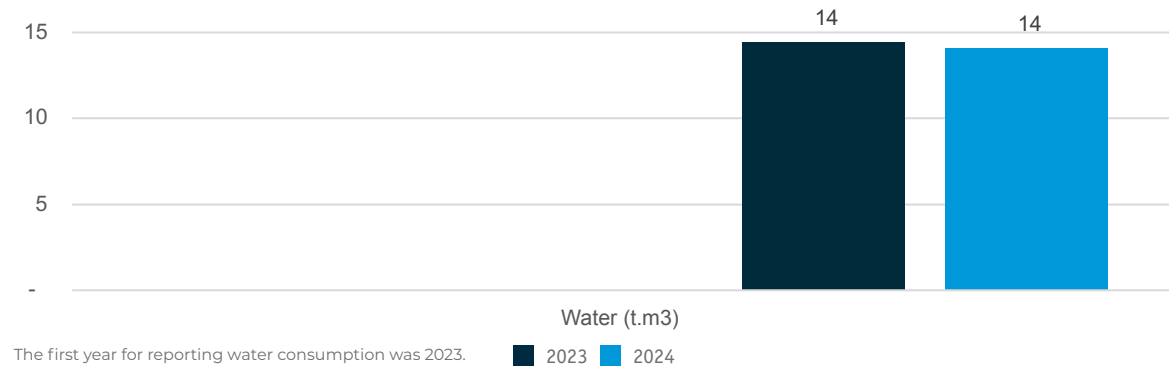
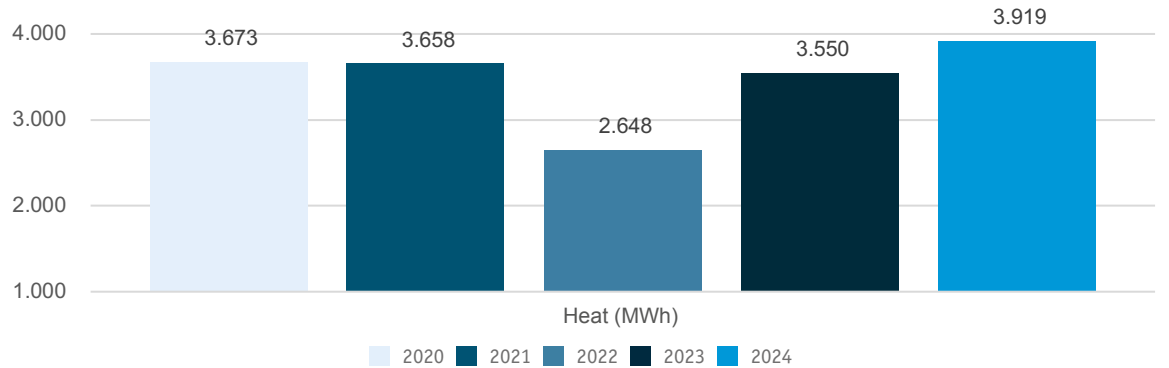
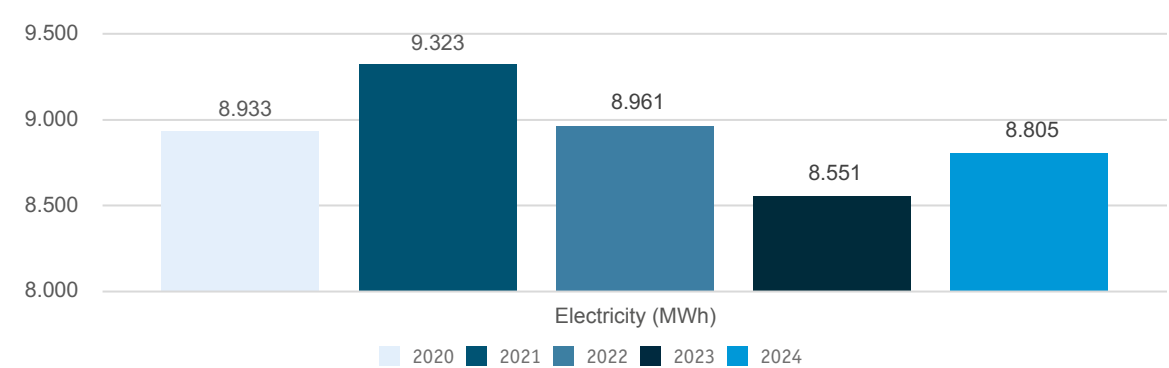
Carbon index - Transport	2020	2021	2022	2023	2024
CO2e per tonne km (WTW)*	100	99	97	95	93

* Calculated as total carbon out of total tonnes/km on our daily distribution. Data is collected from suppliers and IT systems.

Overall statement: The three scopes / Climate footprint transport / **Climate footprint energy** / Climate footprint waste / Social data
















CLIMATE FOOTPRINT ENERGY

	2020	2021	2022	2023	2024
Electricity (MWh)	8.933	9.323	8.961	8.551	8.805
Heat (MWh)	3.673	3.658	2.648	3.550	3.919
Gas (t.m3)	237	278	192	155	108
Water (t.m3)	-	-	-	14	14



Overall statement: The three scopes / Climate footprint transport / Climate footprint energy / **Climate footprint waste** / Social data

CLIMATE FOOTPRINT WASTE

		2021		2022		2023		2024	
Waste Group		Quantity (tonnes)	CO2 emissions (tonnes)	Quantity (tonnes)	CO2 emissions (tonnes)	Quantity (tonnes)	CO2 emissions (tonnes)	Quantity (tonnes)	CO2 emissions (tonnes)
Deponi									
 Hazardous waste		5,6	0,4	4,9	0,4	1,8	0,1	6,7	-
 Non-ferrous metals		8,5	0,7	-	-	-	-	-	-
Total landfill		14,1	1,1	4,9	0,4	1,8	0,1	6,7	-
Incineration*									
 Household refuse collection		7,4	0,9	9,8	1,2	438,0	55,0	430,6	54,1
 Hazardous waste		10,5	21,4	9,2	18,8	10,4	21,2	9,4	19,1
 Plastic		511,3	597,6	478,9	559,8	-	-	-	-
 Wood		2,5	-0,5	-	-	2,0	-0,4	-	-
 Food, organic		2,5	-0,5	-	-	8,5	-0,3	17,0	-0,6
Total incineration		531,6	619,4	497,9	579,9	458,9	75,5	456,9	72,6
Recycling and reuse									
 Concrete		1,0	-	-	-	1,3	-	7,5	-
 Electronics		2,4	-6,9	1,1	-3,2	5,2	-15,1	3,0	-8,7
 Glass		5,3	-1,7	1,4	-0,5	1,2	-0,4	2,8	-0,9
 Non-ferrous metals		132,5	-446,1	128,8	-433,7	129,8	-437,1	141,9	-477,8
 Paper and cardboard		191,1	-188,3	164,4	-162,0	157,7	-155,4	203,7	-200,7
 Plastic		73,7	-127,5	61,9	-107,0	75,2	-130,0	111,6	-192,9
 Steel and iron		80,9	-214,8	50,8	-134,9	88,8	-235,7	55,9	-148,4
 Wood		746,5	-104,8	654,2	-91,9	701,0	-98,4	967,8	-135,9
Total recycling		1.233,4	-1.089,9	1.062,7	-933,1	1.160,2	-1.072,1	1.494,1	-1.165,2
Total carbon savings from waste recycling			-469,4		-352,9		-996,5		-1.092,7

*We have gained better insight into our waste data and have therefore segmented data differently compared to 2021 and 2022.

SOCIAL DATA

Areas	2020	2021	2022	2023	2024
Sick leave (accidents, pregnant, Section 56)	2,3%	2,7%	3,5%	3,5%	3,3%
Number of workplace accidents – recorded	41	56	77	49	67
Number of workplace accidents – reported	40	26	29	29	48
Employee satisfaction (average of 2 x satisfaction surveys)	-	4,1	4,2	-	3,9
Number of students	24	26	36	27	23
Employee turnover – Salaried employees	11%	17,8%	19,3%	19,2%	21,3%
Employee turnover – Hourly-paid employees	22,6%	30,5%	32,9%	28,1%	30,8%
Number of employees with reduced working capacity	-	-	43	66	95
Gender diversity – men	81,6%	82%	81,7%	81,1%	81,5%
Gender diversity – women	18,4%	18%	18,3%	18,9%	18,5%
Gender diversity salaried employees – men	63,4%	62,5%	61,8%	62,0%	64,1%
Gender diversity salaried employees – women	36,6%	37,5%	38,2%	38,0%	35,9%
Gender diversity hourly-paid employees – men	92,6%	92,4%	92,9%	92,6%	91,6%
Gender diversity hourly-paid employees – women	7,4%	7,6%	7,1%	7,4%	8,4%
Gender diversity management level 1 – men	-	-	62,5%	62,5%	66,7%
Gender diversity management level 1 – women	-	-	37,5%	37,5%	33,3%
Gender diversity other management levels – men	-	-	82,5%	80,0%	66,7%
Gender diversity other management levels – women	-	-	17,5%	20,0%	33,3%
Age distribution, average age hourly-paid employees	42,4 år	41,6 år	40,6 år	40,9 år	40,9 år
Age distribution, average age of salaried employees	48,6 år	47,4 år	46,3 år	46,2 år	46,1 år
Average length of service of salaried employees	11,2 år	11,5 år	10,5 år	10,8 år	10,9 år
Average length of service, hourly-paid employees	6,3 år	6 år	6 år	6,5 år	6,8 år
Number of 60-year-old salaried employees	76	65	55	76	87
Number of 60-year-old hourly-paid employees	93	91	73	96	105
Full-time workforce as of 31.12	-	-	967,9	957,2	913,0
Number of hours spent on further education (paid and unpaid courses)	-	-	4.583,3 hours	5.926,0 hours	3.227,8 hours

A close-up photograph of a person's hand in a light blue shirt sleeve, using a black calculator. The hand is positioned over a desk with various financial documents, including one with a bar chart. In the background, another person's hand is visible, holding a pen over more papers. The scene is dimly lit with a blue tint.

CONSOLIDATED FINANCIAL STATEMENTS

COMPANY INFORMATION

COMPANY

Fragtmænd Holding A/S
Tomsagervej 18
8230 Åbyhøj

CVR No.: 30611519
Reg. Office: Aarhus
Financial year: 01.01.2024 - 31.12.2024

BOARD OF DIRECTORS

Bjarne Krogh Jensen, Chairman
Søren Larsen Pedersen, Deputy
Chairman Erik Jensen
Henrik Sindberg Olsen
Jens Ole Larsen
Jesper Lindberg Thriege
Jesper Nørgaard
Morten Studsgaard

EXECUTIVE BOARD

Gitte Kalmar Jacobsen, Director

AUDITOR

Deloitte Statsautoriseret Revisionspartnerselskab
City Tower, Værkmestergade 2
DK-8000 Aarhus C

MANAGEMENT STATEMENT

The Board of Directors and the Executive Board have today reviewed and approved the annual report for the 01.01.2024 - 31.12.2024 financial year for Fragtmænd Holding A/S.

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

In our opinion, the consolidated financial statements and annual accounts give a true and fair view of the group’s and the company’s assets, liabilities and financial position as of 31 December 2024 and of the results of the group’s and the company’s operations and consolidated cash flows for the 01 January 2024 to 31 December 2024 financial year.

In our opinion, the management commentary gives a true and fair account of the matters covered by the report.

The annual report is submitted for approval at the annual general meeting. Aarhus, 12.03.2025.

EXECUTIVE BOARD

Gitte Kalmar Jacobsen

CEO

BOARD OF DIRECTORS

Bjarne Krogh Jensen

Chairman

Søren Larsen Pedersen

Deputy Chairman

Erik Jensen

Henrik Sindberg Olsen

Jens Ole Larsen

Jesper Lindberg Thriege

Jesper Nørgaard

Morten Studsgaard

INDEPENDENT AUDITOR'S REPORT

To the shareholders of Fragtænd Holding A/S

OPINION

We have audited the consolidated financial statements and the annual accounts of Fragtænd Holding A/S for the 1 January 2024 to 31 December 2024 financial year, which comprise the income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies for both the group and the company, and a consolidated cash flow statement. The consolidated financial statements and annual accounts have been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and annual accounts give a true and fair view of the group's and the company's assets, liabilities and financial position as of 31 December 2024 and of the results of the group's and the company's operations and consolidated cash flows for the 01 January 2024 to 31 December 2024 financial year in accordance with the Danish Financial Statements Act.

BASIS FOR THE AUDIT OPINION

We conducted our audit in accordance with International Standards on Auditing and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements and annual accounts" section of the auditor's report. We are independent of the group and the company in accordance with the International Ethics Standards Board for Accountants' international guidelines. We have fulfilled our other ethical responsibilities in

accordance with these requirements and the IESBA Code and the additional ethical requirements that are applicable in Denmark. In our opinion, the audit evidence obtained is sufficient and appropriate to provide a basis for our opinion.

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL ACCOUNTS

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

In preparing the consolidated financial statements and annual accounts, management is responsible for assessing the group's and the company's ability to continue as a going concern, disclosing, as applicable, matters related to the going concern and using the going concern basis of accounting in preparing the consolidated financial statements and annual accounts unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITY FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL ACCOUNTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements and annual accounts 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. High certainty is a high level of certainty, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing 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 they are reasonably foreseeable, that they individually or collectively influence the financial decisions that users make based on the consolidated financial statements and annual accounts.

As part of an audit conducted in accordance with International Standards on Auditing and additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. Further to this we:

- Identify and assess the risks of material misstatement of the consolidated financial statements and annual accounts, 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 caused by fraud is higher than for a material misstatement caused by error, as fraud can include collusion, forgery, intentional omissions, misrepresentation or override of internal controls.
- We obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circum-

stances, but not for the purpose of expressing an opinion on the effectiveness of the Group and company's internal control.

- Evaluate the appropriateness of accounting policies applied by management 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 consolidated financial statements and annual accounts and, based on the audit evidence obtained, whether there is a significant uncertainty associated with events or conditions that may cast significant doubt on the group's and the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements and annual accounts or, if such disclosures are inadequate, to justify our opinion. Our opinions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may mean that the group and the company can no longer continue operations.
- We take a position on the overall presentation, structure and content of the consolidated financial statements and annual accounts, including the information in the notes, and whether the consolidated financial statements and annual accounts reflect the underlying transactions and events in a way that provides a true and fair view.

- We plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the companies or business units in the group to form an opinion on the consolidated financial statements and annual accounts. We are responsible for directing, supervising and reviewing the audit work performed for the group audit. We are 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.

OPINION ON THE MANAGEMENT COMMENTARY

Management is responsible for the management commentary.

Our opinion on the consolidated financial statements and the annual accounts does not cover the management commentary, and we do not express any form of assurance opinion thereon.

Regarding our audit of the consolidated financial statements and annual accounts, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the consolidated financial statements and annual accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated.

In addition, it is our responsibility to consider whether the management commentary contains the information required by the relevant legislation.

Based on the work we have performed, it is our opinion that the management commentary is consistent with the consolidated financial statements and annual accounts and has been prepared in accordance with the requirements of the relevant legislation. We did not identify any material misstatement in the management commentary.

Aarhus, 12.03.2025

DELOITTE

Statsautoriseret Revisionspartnerselskab
CVR-no. 33963556

Kasper Vildrich Jessen

State Authorised Public Accountant
MNE-no. mne42784

Marie Louise Vester Sørensen

State Authorised Public Accountant
MNE-no. mne47319

CONSOLIDATED INCOME STATEMENT FOR 2024

KEY FIGURES AND FINANCIAL RATIOS	Note	2024 TDKK	2023 TDKK
Revenue	2	3.342.403	3.108.655
Other operating income		4.714	3.817
Cost of sales		(2.137.169)	(2.018.604)
Other external costs	3	(500.102)	(473.429)
Gross profit or loss		709.846	620.439
Staff costs	4	(590.243)	(553.249)
Depreciation and impairment losses		(79.327)	(74.444)
Operating profit		40.276	(7.254)
Income from equity holdings in associated companies		49	61
Other financial income		2.221	2.405
Other financial expenses		(25.759)	(18.402)
Profit before tax		16.787	(23.190)
TAX ON PROFIT FOR THE YEAR	5	(9.991)	31.093
Profit for the year	6	6.796	7.903

CONSOLIDATED BALANCE SHEET AS OF 31.12.2024

Assets	Note	2024 TDKK	2023 TDKK
Acquired intangible assets		226.910	252.345
Goodwill		357.600	396.959
Intangible assets	7	584.510	649.355
Land and buildings		203.003	46.173
Production plant and machinery		14.608	17.204
Other fixtures and fittings, tools and equipment		13.861	14.275
Fittings in leased premises		22.375	22.192
Tangible fixed assets under construction		0	130.615
Prepayments for property, plant and equipment		11.844	0
Tangible assets	8	265.691	230.459
Equity holdings in associated companies		538	489
Other securities and equity investments		1.844	1.843
Deposits		99.521	97.502
Financial assets	9	101.903	99.834
Fixed assets		952.104	979.597
Raw materials and consumables		4.642	5.943
Inventories		4.642	5.943
Receivables from sales and services		380.281	345.057
Deferred tax	10	15.874	22.207
Other receivables		27.915	20.697
Receivable tax		0	107
Prepayments	11	41.713	47.131
Receivables		465.783	435.199
Cash and cash equivalents		2.801	2.768
Current assets		473.226	443.910
Assets		1.425.330	1.423.507

Equity and liabilities	Note	2024 TDKK	2023 TDKK
Contributed capital		75.000	75.000
Reserve for net revaluation according to the equity method		338	289
Retained earnings or losses		468.863	462.116
Equity		544.201	537.405
Other provisions	12	2.178	1.522
Provisions		2.178	1.522
Mortgage debt		98.818	0
Bank debt		32.772	0
Leasing obligations		6.735	8.692
Other debt		51.206	51.258
Prepayments	13	2.766	2.979
Long-term debt	14	192.297	62.929
Current portion of non-current liabilities	14	18.630	5.297
Debt to credit institutions		236.186	369.809
Deposits		2.977	2.733
Suppliers of goods and services		346.053	353.557
Tax due		3.605	0
Other debt		72.627	85.135
Prepayments	15	6.576	5.120
Short-term debt		686.654	821.651
Debt		878.951	884.580
Equity and liabilities		1.425.330	1.423.507
EVENTS AFTER THE BALANCE SHEET DATE	1		
Fair value information	17		
Unrecognised rental and lease obligations	18		
Mortgaging and collateral	19		
Subsidiaries	20		

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR 2024

	Contributed capital TDKK	Reserve for net revaluation according to method TDKK	Retained earnings or losses TDKK	Total TDKK
Equity brought forward	75.000	289	462.116	537.405
Purchase of treasury shares	0	0	18.805	18.805
Sale of treasury shares	0	0	(18.805)	(18.805)
Profit for the year	0	49	6.747	6.796
Equity carried forward	75.000	338	468.863	544.201

CONSOLIDATED CASH FLOW STATEMENT FOR 2024

	Note	2024 TDKK	2023 TDKK
Operating profit		40.276	(7.254)
Depreciation and impairment losses		79.326	74.444
Other provisions		656	0
Changes in working capital	16	(54.083)	(3.240)
Other adjustments		196	3.733
Cash flows relating to operating activities		66.371	67.683
Financial income received		2.270	2.466
Financial expenses paid		(25.760)	(18.402)
Tax refunded/(paid)		55	(5.437)
Cash flow relating to operating activities		42.936	46.310
Acquired, etc., tangible assets		(67.814)	(162.476)
Sale of tangible assets		17.797	22
Acquisition of companies		0	(2.270)
Dividends received		0	235
Deposits		(2.019)	(2.348)
Cash flows relating to investments		(52.036)	(166.837)
Free cash flow generated from operations and investing activities before financing		(9.100)	(120.527)
Raising a loan		144.618	8.744
Repayments on loans, etc.		0	(43.000)
Instalments on lease liabilities		(1.862)	(1.090)
Dividend paid		0	(35.000)
Purchase of own shares		18.805	(6.238)
Sale of own shares		(18.805)	5.236
COVID-19 loan instalments		0	(25.175)
Change in short-term debt to banks		(133.623)	212.503
Cash flows relating to financing		9.133	115.980
CHANGE IN CASH AND CASH EQUIVALENTS		33	(4.547)
Cash and cash equivalents brought forward		2.768	7.315
Cash and cash equivalents carried forward		2.801	2.768
Cash and cash equivalents carried forward consist of:			
Cash and cash equivalents		2.801	2.768
Cash and cash equivalents carried forward		2.801	2.768

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. EVENTS AFTER THE BALANCE SHEET DAY

From the balance sheet date and up until today's date, no matters have arisen which affect the view given in the annual report.

2. Revenue	2024 TDKK	2023 TDKK
Revenue Europe	3.342.403	3.108.655
Total geographical markets	3.342.403	3.108.655
Freight revenue	3.134.731	2.878.202
Other revenue	207.672	230.453
Total activities	3.342.403	3.108.655
3. FEE FOR AUDITOR APPOINTED AT THE AGM		
Statutory audit	666	644
Tax services	114	829
Other services	178	0
	958	1.473
4. Staff costs		
Wages and salaries	526.966	493.496
Pension costs	46.296	43.213
Other social security costs	16.981	16.540
	590.243	553.249
Average number of full-time employees	1.032	1.020
	Management remuneration 2024 TDKK	Management remuneration 2023 TDKK
Excutive board	4.099	0
Board of Directors	1.558	0
Total management remuneration	0	6.162
	5.657	6.162

The company has chosen to apply the exemption provisions in section 98b(3) of the Danish Financial Statements Act, where management salaries are shown in total for management categories in 2023. This exemption cannot be applied in 2024.

5. Tax on profit the year	2024 TDKK	2023 TDKK
Current tax	3.605	(107)
Changes in deferred tax	6.333	(31.937)
Adjustments concerning previous years	53	951
	9.991	(31.093)
6. Proposed distribution of profit		
Retained earnings	6.796	7.903
	6.796	7.903
7. Intangible assets	Acquired intangible assets TDKK	Goodwill TDKK
Cost brought forward	361.239	581.919
Cost price carried forward	361.239	581.919
Depreciation and impairment losses, beginning of year	(108.894)	(184.960)
Depreciation for the year	(25.435)	(39.359)
Depreciation and impairment losses, end of year	(134.329)	(224.319)
Carrying amount carried forward	226.910	357.600

8. Tangible assets	Land and buildings TDKK	Production facilities and machines TDKK	Other plant, operating equipment and fixtures TDKK	Fittings in leased premises TDKK	Tangible fixed assets under construction TDKK	Prepayments for property, plant and equipment, TDKK
Cost brought forward	46.173	80.737	27.969	35.009	130.615	0
Transfers	113.253	0	0	0	(113.253)	0
Additions	44.562	2.738	5.872	2.797	0	11.844
Disposals	0	(4.221)	(3.800)	0	(17.362)	0
Cost price carried forward	203.988	79.254	30.041	37.806	0	11.844
Depreciation and impairment losses, beginning of year	0	(63.533)	(13.694)	(12.817)	0	0
Depreciation for the year	(985)	(4.751)	(6.182)	(2.614)	0	0
Reversal on divestments	0	3.638	3.696	0	0	0
Depreciation and impairment losses, end of year	(985)	(64.646)	(16.180)	(15.431)	0	0
Carrying amount carried forward	203.003	14.608	13.861	22.375	0	11.844
Non-owned assets	0	12.427	0	0	0	0
9. Financial assets			Investments in associated subsidiaries TDKK	Other securities and equity investments TDKK		Deposits TDKK
Cost brought forward				200	270	97.502
Additions				0	0	2.019
Cost price carried forward				200	270	99.521
Revaluations brought forward				289	1.573	0
Share of profit for the year				49	0	0
Fair value adjustments				0	1	0
Revaluations carried forward				338	1.574	0
Carrying amount carried forward				538	1.844	99.521
Associates					Registered Office	Pct. of share capital
Aalborg Toldoplag A/S					Aalborg	40,00

10. Deferred tax	2024 TDKK	2023 TDKK
Intangible assets	(34.128)	(34.482)
Tangible assets	3.154	4.700
Financial assets	(51)	(51)
Obligations	209	225
Tax loss carry-forwards	46.690	51.815
Total deferred tax	15.874	22.207
Movements in the year	2024 TDKK	2023 TDKK
Start of year	22.207	(9.730)
Recognised in the income statement	(6.333)	31.937
End of year	15.874	22.207

DEFERRED TAX ASSETS

The company has recognised a deferred tax asset of TDKK 15,874 as of 31.12.24, which is primarily attributable to the company's tax losses carried forward. The group expects to utilise the tax loss in the coming years.

11. ACCRUALS AND DEFERRED INCOME

Deferred income consists of prepaid lease payments, prepaid rent and other deferred income.

12. OTHER LIABILITY PROVISIONS

Other provisions consist of provisions for complaints.

13. ACCRUALS AND DEFERRED INCOME

Deferred income consists of rental discounts received, which are accrued over the term of the loan period.

14. Long-term debt	Due within 12 months 2024 TDKK	Due within 12 months 2023 TDKK	Due after 12 months 2024 TDKK	Debt outstanding after 5 years 2024 TDKK
Mortgage debt	9.475	0	98.818	64.331
Bank debt	3.285	0	32.772	18.010
Leasing obligations	4.252	4.159	6.735	5.371
Other debt	1.405	1.138	51.206	41.111
Prepayments	213	0	2.766	0
	18.630	5.297	192.297	128.823

15. ACCRUALS AND DEFERRED INCOME

Deferred income consists of pre-invoiced revenue.

16. Change in working capital	2024 TDKK	2023 TDKK
Change in inventories	1.301	897
Changes in receivables	(37.022)	39.299
Change in supplier debt, etc.	(18.362)	(63.386)
Other changes	0	19.950
	(54.083)	(3.240)

17. Fair value disclosures	Unlisted securities of equity holdings TDKK
Fair value carried forward	1.844

Other securities and equity holdings include shares in OK A.m.b.a. The fair value of the share capital in this is set to the cooperative's current share account balance. The shares cannot be sold to another party.

18. Unrecognised rental and lease obligations	2024 TDKK	2023 TDKK
Total commitments under rental or lease contracts until maturity	2.099.929	1.839.787

19. MORTGAGING AND COLLATERAL

The group has recognised tangible assets, including production facilities, etc., as leasing of TDKK 12,427. These assets serve as security for leasing liabilities of TDKK 7,809.

TDKK 2,742 has been deposited as security for leases, which is recognised under cash and cash equivalents.

Land and buildings have been pledged as security for loans totalling TDKK 108,294. The accounting value of mortgaged property amounts to TDKK 190,284.

20. Subsidiaries	Registered Office	Legal form	Pct. of share capital
Danske Fragtmænd A/S	Aarhus	A/S	100,00
Danske Fragtmænd Express A/S	Aarhus	A/S	100,00
Palles Fragt A/S	Næstved	A/S	100,00
Danske Fragtmænd a.m.b.a of 1990	Aarhus	A.m.b.a	76,00
Danske Fragtmænd Transport A/S	Aarhus	A/S	100,00
Danske Fragtmænd a.m.b.a of 1990	Aarhus	A.m.b.a	24,00
Danske Fragtmænd Ejendomme Herning ApS	Aarhus	ApS	100,00
Danske Fragtmænd Ejendomme Esbjerg ApS	Aarhus	ApS	100,00
Selskabet af 19. December 2023 ApS	Aarhus	ApS	100,00

PARENT COMPANY INCOME STATEMENT FOR 2024

	Note	2024 TDKK	2023 TDKK
Revenue		1.800	1.800
Other external costs		(310)	(2.090)
Gross profit or loss		1.490	(290)
Staff costs	1	(1.902)	(1.986)
Operating profit		(412)	(2.276)
Income from equity investments in group undertakings		25.016	11.817
Other financial income	2	8.492	9.165
Other financial expenses	3	(31.456)	(39.858)
Profit before tax		1.640	(21.152)
Tax on profit for the year	4	5.156	29.055
Profit for the year	5	6.796	7.903

PARENT COMPANY BALANCE SHEET AS OF 31.12.2024

Assets	Note	2024 TDKK	2023 TDKK
Equity investments in group undertakings		998.196	1.023.179
Financial assets	6	998.196	1.023.179
Fixed assets		998.196	1.023.179
Receivables from group undertakings		174.803	140.513
Deferred tax	7	18.579	19.777
Joint taxation receivable		6.354	6.752
Prepayments	8	63	0
Receivables		199.799	167.042
Current assets		199.799	167.042
Assets		1.197.995	1.190.221
Equity and liabilities	Note	2024 TDKK	2023 TDKK
Contributed capital		75.000	75.000
Reserve for net revaluation according to the equity method		0	32.717
Retained earnings or losses		469.201	429.688
Equity		544.201	537.405
Suppliers of goods and services		76	98
Debt to group undertakings		653.680	652.551
Other debt		38	167
Short-term debt		653.794	652.816
Debt		653.794	652.816
Equity and liabilities		1.197.995	1.190.221
Contingent liabilities	9		
Pledges, mortgages and guarantees	10		
Transactions with related parties	11		

PARENT COMPANY STATEMENT OF CHANGES IN EQUITY FOR 2024

	Contributed capital TDKK	Reserve for net revaluation according to the equity method TDKK	Carried forward profit or losses TDKK	Total TDKK
Equity brought forward	75.000	32.717	429.688	537.405
Purchase of treasury shares	0	0	18.805	18.805
Sale of treasury shares	0	0	(18.805)	(18.805)
Transferred to reserves	0	(32.717)	32.717	0
Net profit/loss or loss for the year	0	0	6.796	6.796
Equity carried forward	75.000	0	469.201	544.201

NOTES TO PARENT COMPANY FINANCIAL STATEMENTS

1. Staff costs	2024 TDKK	2023 TDKK
Wages and salaries	1.879	1.862
Pension costs	20	120
Other social security costs	3	4
	1.902	1.986
Average number of full-time employees	1	1
	Management remuneration 2024 TDKK	Management remuneration 2023 TDKK
Total management remuneration	1.902	1.986
	1.902	1.986
2. Other financial income	2024 TDKK	2023 TDKK
Other financial income from subsidiaries	8.489	9.165
Other financial income	3	0
	8.492	9.165
3. Other financial expenses	2024 TDKK	2023 TDKK
Financial costs from subsidiaries	31.456	38.946
Other interest expenses	0	912
	31.456	39.858
4. Tax on profit for the year	2024 TDKK	2023 TDKK
Changes in deferred tax	1.198	(7.073)
Adjustments concerning previous years	0	(656)
Refund in joint taxation	(6.354)	(21.326)
	(5.156)	(29.055)

5. Proposed distribution of profit	2024 TDKK	2023 TDKK
Retained earnings	6.796	7.903
	6.796	7.903
6. Financial assets		Equity holdings in subsidiaries TDKK
Cost brought forward		1.074.519
Cost price carried forward		1.074.519
Revaluations brought forward		32.717
Transfers		20.521
Share of profit for the year		2.340
Dividends		(50.000)
Revaluations carried forward		5.578
Impairment losses, beginning of year		(84.056)
Transfers		(20.521)
Depreciation of goodwill		(39.359)
Share of profit for the year		62.035
Impairment losses, end of year		(81.901)
Carrying amount carried forward		998.196

Specification of investments in subsidiaries is presented in the notes to the consolidated financial statements.

7. Deferred tax	2024 TDKK	2023 TDKK
Tax loss carry-forwards	18.579	19.777
Total deferred tax	18.579	19.777
Movements in the year	2024 TDKK	2023 TDKK
Start of year	19.777	12.704
Recognised in the income statement	(1.198)	7.073
End of year	18.579	19.777

DEFERRED TAX ASSETS

As of 31.12.24, the company has recognised a deferred tax asset of TDKK 18,579, which can be attributed to the company's tax losses carried forward. The company expects to utilise the tax loss in the company or group in the coming years.

8. CONTINGENT LIABILITIES

Selskabet er administrationsselskab i en dansk. The company is a management company in a Danish joint taxation. The company is therefore liable under the rules of the Danish Companies Tax Act rules for income taxes, etc., for the jointly taxed companies and also for any obligations to withhold tax at source on interest, royalties and dividends for these companies.

The company has joint VAT registration with subsidiaries and is thereby liable for joint VAT liability.

9. MORTGAGING AND COLLATERAL

The company has provided a self-guarantee for the debts of subsidiaries to credit institutions.

The security deposit is unlimited. At the balance sheet date, subsidiaries' debt to covered credit institutions totalled TDKK 233,479.

As security for the parent company and Danske Fragtmænd A/S' outstanding accounts with Jyske Bank, security has been provided in the shares in Danske Fragtmænd Transport A/S, nom. TDKK 4,500, Danske Fragtmænd a.m.b.a., nom. TDKK 1,257, Danske Fragtmænd A/S, nom. TDKK 75,000 and Danske Fragtmænd Ejendomme Esbjerg A/S, nom. TDKK 40 with a total book value of TDKK 624,874.

The company has issued letters of support to subsidiaries valid for 2025.

10. ALL TRANSACTIONS WITH CLOSELY RELATED PARTIES ARE CONDUCTED ON A MARKET-RELATED BASIS.

Related party transactions are not disclosed as all transactions are conducted on normal market terms.

ACCOUNTING POLICIES

REPORTING CLASS

The annual report has been prepared in accordance with the provisions of the Danish Financial Statements Act for accounting class C (large).

The consolidated financial statements and annual accounts have been prepared according to the same accounting policies as last year.

GENERAL INFORMATION ON RECOGNITION AND MEASUREMENT

Assets are recognised in the balance sheet when, as a result of a past event, it is probable that future financial benefits will flow to the entity and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when the company has a legal or constructive obligation as a result of a past event and it is probable that future financial benefits will flow from the company and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Measurement after initial recognition is effected as described below for each account item.

Recognition and measurement take into account foreseeable risks and losses that arise before the annual report is presented and that confirm or deny conditions that existed on the balance sheet date.

Income is recognised in the income statement as it is earned, whereas costs are recognised at the amounts relating to the annual accounts.

CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements include the parent company and the companies (subsidiaries) that are controlled by the parent company. The parent company is considered to have control when it directly or indirectly owns more than 50% of the voting rights or otherwise has the power to exercise or actually exercises a controlling influence.

BASIS OF CONSOLIDATION

The consolidated financial statements are prepared on the basis of the financial statements of the parent company and its subsidiaries. Consolidated financial statements are prepared by combining items of a uniform nature. On consolidation, intragroup income and expenses, intragroup balances and dividends, and profits and losses on transactions between consolidated undertakings are eliminated. The financial statements used for consolidation purposes are prepared in accordance with the group's accounting policies.

In the consolidated financial statements, the subsidiaries' items are recognised 100%.

Equity holdings in subsidiaries are equalised with the proportionate share of the subsidiaries' net assets at fair value at the time of acquisition.

PROFIT AND LOSS STATEMENT

Revenue

Revenue from the sale of services is recognised in the income statement when delivery to the buyer has taken place. Revenue is recognised excl. VAT, duties in connection with the sale and is measured at fair value of the determined remuneration.

Other operating income

Other operating income comprises income of a secondary nature in relation to the company's main activity, including profits from the sale of intangible and tangible fixed assets.

Cost of sales

Cost of sales comprises the cost of sales for the financial year measured at cost price, adjusted for normal inventory write-downs.

Other external costs

Other external expenses include costs related to the company's primary activities, including premises costs, office expenses, sales promotion costs, etc. The item also includes impairment losses on receivables recognised under current assets.

Staff costs

Personnel costs include salaries and wages, as well as costs for social security, pensions, etc., for the company's employees.

Depreciation and impairment losses

Depreciation and impairment losses of tangible and intangible assets consist of depreciation and impairment for the financial year.

Income from equity holdings in group undertakings Income from equity holdings in group companies includes the proportionate share of the individual companies' results after full elimination of internal gains and losses.

Income from equity holdings in associated companies

Income from equity holdings in associated companies comprises the proportionate share of each associated companies' profit or loss after proportionate elimination of internal gains and losses.

Other financial income

Other financial income consists of interest income, including interest income from receivables from group companies, transactions in foreign currencies, amortisation of financial assets and benefits under the on-account tax scheme, etc.

Other financial expenses

Other financial expenses consist of interest expenses, including interest expenses from debt to group companies, transactions in foreign currency, amortisation of financial liabilities and surcharges under the on-account tax scheme, etc.

Tax

Tax for the year, consisting of current tax for the year and changes in deferred tax, is recognised in the income statement with the portion attributable to profit for the year and directly in equity with the portion attributable to entries directly in equity.

BALANCE SHEET

Goodwill

Goodwill is the positive difference between the cost price and fair value of acquired assets and liabilities in business acquisitions. Goodwill is depreciated on a straight-line basis over the estimated service life, which is determined on the basis of management's experience within the individual business areas. For goodwill amounts, service lives are determined based on an assessment of the extent to which these are strategically acquired businesses with a strong market position and long-term earnings profile and the extent to which the goodwill amount includes time-limited intangible resources that

it has not been possible to realise separately and recognise as separate assets. The service lives are reassessed annually. The depreciation periods used are 20 years.

Goodwill is written down to its recoverable amount if this is lower than the accounting value.

Intangible rights, etc.,

Intangible rights, etc., comprise acquired intangible rights.

Acquired intangible rights are measured at cost less accumulated depreciation. The rights are depreciated on a straight-line basis over 3-18 years.

Intangible rights, etc., are written down to recoverable amount if this is lower than the accounting value.

Tangible assets

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

Cost comprises the purchase price, costs directly attributable to the acquisition and costs of preparing the asset until the date when the asset is ready for use. For assets held under finance leases, the cost price is the lower of the fair value of the asset and

the present value of the future lease payments.

Interest expenses on loans to finance the construction of tangible assets are recognised in cost.

The basis of depreciation is cost less estimated residual value after the end of its service life. Straight-line depreciation is applied based on the following assessment of the expected service lives of the assets:

	Service life Year	Residual value %
Buildings	50	0 til 50
Production plant and machinery	3 til 10	0 til 10
Other equipment, vehicles and inventory	2 til 15	0 til 10
Fittings in leased premises	2 til 15	0 til 10

Expected service lives and residual values are reassessed annually.

Tangible assets are written down to the lower of recoverable value and accounting value.

Equity holdings in group companies

Equity holdings in subsidiaries are recognised and measured in the parent company's financial statements using the equity method. This means that the equity holdings are measured at the proportionate share of the companies' net asset value plus unamortised goodwill and less or plus unrealised intra-group profits and losses.

Subsidiaries with a negative accounting book value are measured at DKK 0. Any assets in these companies are written down to net realisable value based on a specific assessment. If the parent company has a legal or constructive obligation to cover the liabilities of the company in question and it is probable that this obligation will result in a loss, a provision is recognised at the present value of the costs necessary to settle the liabilities at the balance sheet date.

Net revaluation of equity holdings in subsidiaries is transferred to the reserve for net revaluation according to the equity method under equity in connection with the appropriation of profit.

Goodwill is calculated as the difference between the cost of the equity holdings and the fair value of the proportionate share of the assets and liabilities acquired. Goodwill is depreciated on a straight-line basis over the estimated service life, which is determined on the basis of management's experience within the individual business areas. The service life is determined based on an assessment of the extent to which these are strategically acquired companies with a strong market position and long-term earnings profile. The service lives are reassessed annually. The depreciation periods used are 20 years.

Equity holdings in subsidiaries are written down to recoverable amount if this is lower than the accounting value.

Equity holdings in associated companies

Equity holdings in associated companies are recognised and measured using the equity method. This means that the equity holdings are measured at the proportionate share of the companies' accounting book value.

Equity holdings in associated companies are written down to the recoverable amount if this is lower than the accounting value.

Equity holdings in associated companies fulfil the definitions of both equity investments and associated companies but are presented in the annual accounts and consolidated financial statements as equity holdings in associated companies, as this term more accurately describes the group's involvement in the companies in question.

Other securities and equity holdings

Other securities and equity holdings comprise listed securities measured at fair value (quoted price) at the balance sheet date and unlisted investments measured at the lower of cost and net realisable value.

Inventories

Inventories are measured at the lower of cost using the FIFO method or net realisable value.

The cost price includes the acquisition price with the addition of repatriation costs. The cost of manufactured goods and work in progress includes the cost of raw materials, consumables and direct labour and indirect production costs.

The net realisable value of inventories is calculated as the estimated selling price less costs of completion and costs to be incurred to make the sale.

Receivables

Receivables are measured at amortised cost, usually equalling nominal value less deductions for impairment losses to meet expected losses.

Deferred tax

Deferred tax is recognised on all temporary differences between the accounting values and tax bases of assets and liabilities, where the tax base of the assets is determined based on the planned use of the individual asset.

Deferred tax assets, including the tax value of tax loss carryforwards, are recognised in the balance sheet at the value at which the asset is expected to be realised, either by offsetting deferred tax liabilities or as net tax assets.

Receivable and payable tax

Current tax liabilities or current tax receivable are recognised in the balance sheet as calculated tax on the taxable income for the year, adjusted for prepaid tax.

Joint taxation contributions receivable and payable

Current joint taxation contributions payable or joint taxation contributions receivable is recognised in the balance sheet calculated as calculated tax on the taxable income for the year, adjusted for prepaid tax. Tax losses are only recognised in the case of tax losses if the joint taxation contribution due is expected to be utilised in joint taxation.

Deferred income

Deferred income recognised under assets compris-

es costs incurred that relate to subsequent financial years. Deferred income is measured at cost.

Cash and cash equivalents

Cash and cash equivalents comprise cash and bank deposits.

Treasury shares

Acquisition and disposal amounts and dividends for treasury shares are recognised directly in retained earnings under equity. Gains and losses on sale are therefore not recognised in the income statement.

Other provisions

Other provisions include expected costs for warranty obligations, returned goods, decided and announced reorganisations, etc.

Other provisions are recognised and measured as the best estimate of the costs necessary to settle the obligations at the balance sheet date. Liability provisions with an expected maturity of more than one year from the balance sheet date are measured at discounted value.

Warranty obligations include obligations to rectify deficiencies within the warranty period.

Mortgage debt

Mortgage debt is measured at cost at the time of borrowing, corresponding to the proceeds received less transaction costs incurred. Subsequently, mortgage debt is measured at amortised cost. Consequently, the difference between the proceeds at the time of borrowing and the nominal value to be repaid is recognised in the income statement over the term of the loan as a financial expense using the effective interest method.

Leasing obligations

Leasing obligations relating to assets held under finance leases are recognised in the balance sheet as liabilities and, at the time of inception of the lease, measured at the present value of the future lease payments. After initial recognition, lease commitments are measured at amortised cost. The difference between the present value and the nominal value of the leasing payments is recognised in the income statement over the term of the contracts as a financial expense.

Operating lease agreements

Lease payments under operating lease agreements are recognised in the income statement on a straight-line basis over the lease term.

Other financial liabilities

Other financial liabilities are measured at amortised cost, which normally corresponds to the nominal value.

Deferred income

Deferred income recognised under liabilities comprises income received for recognition in subsequent financial years. Deferred income is measured at cost.

CASH FLOW STATEMENT

The cash flow statement shows the cash flows from operating, investing and financing activities, and cash and cash equivalents at the beginning and end of the year.

Cash flows from operating activities are presented using the indirect method and are calculated as operating profit adjusted for non-cash operating items, changes in working capital and financial income, financial expenses and income tax paid.

Cash flows from investing activities comprise payments in connection with the purchase and sale of companies, activities and financial assets, as well as the purchase, development, improvement and sale, etc., of intangible and tangible assets.

Cash flows from financing activities comprise changes in the size or composition of the company's capital and related costs, as well as borrowing, repayment of interest-bearing debt, including lease obligations, purchase of own shares and payment of dividends.

Cash covers cash and cash equivalents.



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