Link Logistics A/S

Vallensbækvej 51-53, DK-2605 Brøndby

Annual Report for 2024

CVR No. 28 65 90 24

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

Claes Brønsgaard Pedersen
Chairman of the general meeting

Contents

Management's statement

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

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

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

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

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

Brøndby, 4 July 2025

Executive Board

Anders Martin Martens
CEO

Board of Directors

Claes Brønsgaard Pedersen Chairman	Henrik Bonnerup	Mads Koch Jensen

Anna-Lena Olsson

Independent Auditor's report

To the shareholder of Link Logistics A/S

Opinion

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 December 2024 and of the results of the Company´s operations for the financial year 1 January - 31 December 2024 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of Link Logistics A/S for the financial year 1 January - 31 December 2024, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies (”the Financial Statements”).

Basis for Opinion

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

Statement on Management’s Review

Management is responsible for Management’s Review.

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

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

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

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

Management’s responsibilities for the Financial Statements

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

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

Independent Auditor's report

Auditor's responsibilities for the audit of the Financial Statements

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

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

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

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

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

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

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

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

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

Independent Auditor's report

Hellerup, 4 July 2025

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR No 33 77 12 31

Martin Lunden
State Authorised Public Accountant
mne32209

Mads Blichfeldt Fjord
State Authorised Public Accountant
mne46065

Company information

The Company	Link Logistics A/S Vallensbækvej 51-53 DK-2605 Brøndby Telephone: + 45 3248 8888 Website: www.linklog.dk CVR No: 28 65 90 24 Financial period: 1 January - 31 December Incorporated: 1 April 2006 Financial year: 19th financial year Municipality of reg. office: Brøndby
Board of Directors	Claes Brønsgaard Pedersen, chairman Henrik Bonnerup Mads Koch Jensen Anna-Lena Olsson
Executive Board	Anders Martin Martens
Auditors	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab Strandvejen 44 DK-2900 Hellerup

Financial Highlights

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

	2024	2023	2022	2021	2020
	TDKK	TDKK	TDKK	TDKK	TDKK
Key figures					
Profit/loss					
Revenue	574,623	542,056	623,625	589,718	256,729
Gross profit	148,222	134,284	131,751	121,224	59,619
Profit/loss of primary operations	1,637	14,641	43,727	42,156	19,493
Profit/loss of financial income and expenses	2,839	5,745	11,447	11,001	56
Net profit/loss for the year	4,895	16,576	45,680	43,566	14,838
Balance sheet					
Balance sheet total	216,068	197,525	174,724	183,076	84,766
Investment in property, plant and equipment	1,053	3,013	1,398	1,743	3,650
Equity	31,328	51,607	75,006	55,540	25,152
Number of employees	212	190	172	144	82
Ratios					
Gross margin	25.8%	24.8%	21.1%	20.6%	23.2%
Profit margin	0.3%	2.7%	7.0%	7.1%	7.6%
Return on assets	0.8%	7.4%	25.0%	23.0%	23.0%
Solvency ratio	14.5%	26.1%	42.9%	30.3%	29.7%
Return on equity	11.8%	26.2%	70.0%	108.0%	64.0%

In 2021, Link Logistics A/S have merged with YOYO Global Freight ApS and YOYO Holding ApS. Please note that the financial figures for 2020 does not include the figures for YOYO Global Freight ApS and YOYO Holding ApS.

Management's review

Introduction to Link Logistics A/S

Key activities

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

Services and main activities

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

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

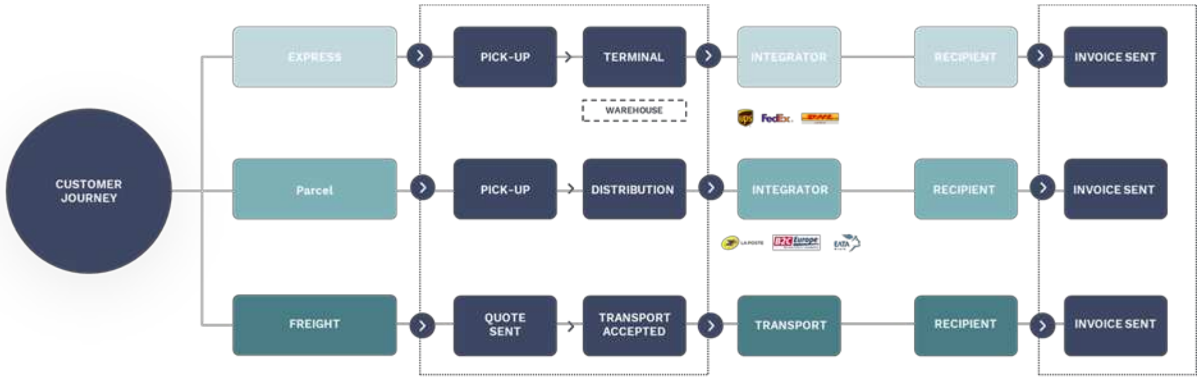
The upholding of this promise has delivered more than 1500 customers with seven years of customer stickiness and less than 5 % in churn. A long-term trusting customer relationship is the key element to our success.

Business Model: One-stop-Shop

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

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

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



Management's review

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

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

- Multiple supplier options with attractive rates
- Market-leading pro-active customer service
- Ability to customize and meet customer needs

For our investors, we provide:

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

For our carriers, we provide:

- Consolidating smaller volumes to fill network
- Optimizing to a more effective first-mile concept
- Serving as the professional partner between customers and suppliers

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

A people business

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

Financial performance and outlook

Development in the year

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

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

Management's review

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

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

The income statement of the Company for 2024 shows a profit of TDKK 4,895, and at 31 December 2024 the balance sheet of the company shows equity of TDKK 31,328.

The total revenue was 575 mDKK corresponding to index 106 compared to 2023. The expectations for 2024 were a revenue of 592 mDKK – index 97.

The Gross Profit (SG&A expenses and Other operating Income excluded) was 189 mDKK in 2024 corresponding to index 107 compared to 2023. The expectations for 2024 were a Gross Profit (SG&A expenses and Other operating income excluded) of 200 mDKK – index 95.

The EBITDA (including Other operating expenses but excluding any non-recurring items of 6.5 mDKK) was 20.4 mDKK corresponding to index 80 compared to 2023. The expectations for 2024 were an EBITDA (including Other operating expenses but excluding any non-recurring items) of 49 mDKK – index 42.

Non-recurring items should mainly be attributed to management restructuring.

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

Development in the markets

Overall Link Logistics experienced a growth in revenue deriving from a widespread growth in our product- and services portfolio. Gross profit grew accordingly but EBITDA did not grow due to continued investments in our IT infrastructure and salary costs to support stronger future growth.

Link Logistics A/S experienced a growth in income from investments in subsidiaries from TDKK 6,985 in 2023 to TDKK 7,210 in 2023. A short comment for each geographical subsidiary market:

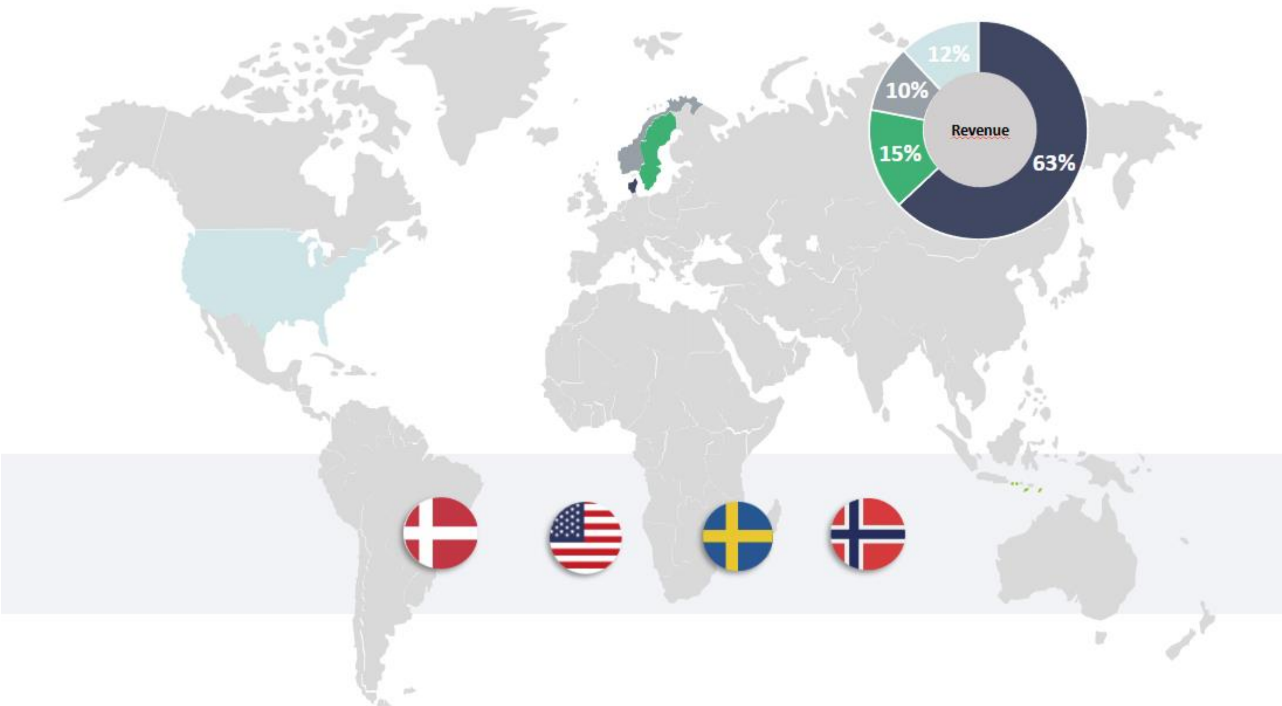
- The Swedish subsidiary managed to grow revenue significantly, primarily within courier and air, resulting in an improvement in Gross Profit as well, while EBITDA dropped mainly due additional employee costs to maintain growth as well as a new terminal in Stockholm.
- In Norway, the subsidiary managed to grow the total business in 2024. Both revenue, Gross Profit and EBITDA grew organically primarily driven by growth within the courier and road segments.
- The US subsidiary also secured organic growth in both revenue, Gross Profit and EBITDA, primarily contributed to strong performance with the courier and air segments.

Management's review

Geographical footprint

Link Logistics operates under own brand and is represented in Denmark by five offices and sorting terminals respectively in Copenhagen, Odense, Fredericia, Aarhus and Aalborg. Additionally Link Logistics has the following subsidiaries:

- In Sweden Link Logistics operates from two terminals in Gothenburg and Stockholm.
- In Norway the operation is run from offices in Oslo, Porsgrunn, Bergen, Sandefjord and Stavanger.
- Finally in the US, Link Logistics operates from our terminals in New Jersey, New York (JFK-airport) and Miami respectively.



Market Outlook

Assumptions for the 2025 financial outlook

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

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

Targets and focus areas in 2025

The 2025 budget is expected to reach a total revenue of approx. 600-630 mDKK and an EBITDA (including Other operating expenses but excluding any non-recurring items) of 35-40 mDKK.

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

Examples of top priority focus areas in 2025:

Management's review

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

Capital resources

As of 31 December 2024 the Company’s balance sheet shows current liabilities of 179 mDKK against current assets of 145 mDKK, Despite the Company’s net current liability position the Company’s liquidity is strong. The Company generated an EBITDA of 14 mDKK despite the challenging market conditions in 2024. After the balance sheet date the Company has been working with different initiatives to improve the cashflow by optimizing working capital.

Management's review

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

For detailed information on Link Logistics' non-financial and ESG performance, please refer to the Link Top Holding A/S Annual Report for 2024 - CVR number 39860635.

Corporate governance, ownership and capital allocation

Risk Management and Governance

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

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

Managing risks on several levels:

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

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

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

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

Link Risk Assessment 2024

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

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

Material risks

IT Stability

Management's review

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

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

Service Quality

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

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

Talent Management

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

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

Market Fluctuation

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

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

Non-Material risks

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

IT R&D Technology

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

M&A Strategy

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

Regulatory Changes and Compliance

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

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

Vendor Relations

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

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

Ethics and Supply Chain

Management's review

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

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

Corporate Governance

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

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

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

Board of directors

The Board of directors are:

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

Change in Link's Board of Directors

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

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

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

Mads Koch Jensen rejoins the board after having been a part of the daily management for a couple of years. Mads will support the board with his vast knowledge of the industry and the commercial side of Link. He will continue supporting commercial operations in areas such as Key Account and Supplier Relations and actively contributes to recruiting new clients for Link.

New chair of Link's board

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

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

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

Ownership and capital structure

The parent company Link Top Holding A/S owns 100% of the share capital in Link Logistics A/S.

Data ethics

Introduction

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

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

Data management

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

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

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

Third party data

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

Management's review

IT security

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

Artificial intelligence

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

Employee awareness

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

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

Knowledge resources

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

Research and development activities

The Company continuously and vigorously invests in development both externally in new geographical markets and terminals as well as internally in IT infrastructure and employees, all aspects which are key levers in the continued successful development and growth of the Company. The Company has no research activities. In 2024 the company developed new internal IT-systems of which 23.3 mDKK has been capitalized, Of the 23.3 mDKK, 8.5 mDKK can be attributed to internal development resources.

Unusual events

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

Subsequent events

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

Income statement 1 January - 31 December

	Note	2024	2023
		TDKK	TDKK
Revenue	1	574,623	542,056
Other operating income		21,054	17,601
Direct expenses		-385,800	-365,701
Other external expenses		-61,655	-59,672
Gross profit		**148,222**	**134,284**
Staff expenses	2	-119,075	-98,470
Earnings Before Interest Taxes Depreciation and Amortisation		**29,147**	**35,814**
Amortisation, depreciation and impairment losses of intangible assets and property, plant and equipment	3	-12,286	-8,036
Other operating expenses		-15,224	-13,137
Profit/loss before financial income and expenses		**1,637**	**14,641**
Income from investments in subsidiaries		7,210	6,985
Financial income	4	1,680	2,370
Financial expenses	5	-6,051	-3,610
Profit/loss before tax		**4,476**	**20,386**
Tax on profit/loss for the year	6	419	-3,810
Net profit/loss for the year	7	**4,895**	**16,576**

Balance sheet 31 December

Assets

	Note	2024	2023
		TDKK	TDKK
Completed development projects		33,865	18,823
Software		1,302	967
Goodwill		1,819	3,186
Development projects in progress		0	0
Intangible assets	8	**36,986**	**22,976**
Other fixtures and fittings, tools and equipment		2,606	3,859
Leasehold improvements		1,764	1,857
Property, plant and equipment	9	**4,370**	**5,716**
Investments in subsidiaries	10	24,718	32,782
Deposits	11	4,955	4,944
Fixed asset investments		**29,673**	**37,726**
Fixed assets		**71,029**	**66,418**
Trade receivables		103,609	107,738
Receivables from group enterprises		16,283	11,171
Other receivables		10,084	5,580
Corporation tax		1,551	647
Prepayments	12	6,710	3,071
Receivables		**138,237**	**128,207**
Cash at bank and in hand		**6,802**	**2,900**
Current assets		**145,039**	**131,107**
Assets		**216,068**	**197,525**

Balance sheet 31 December

Liabilities and equity

	Note	2024	2023
		TDKK	TDKK
Share capital		5,000	5,000
Reserve for net revaluation under the equity method		12,532	20,596
Reserve for development costs		26,415	14,682
Retained earnings		-12,619	1,329
Proposed dividend for the year		0	10,000
Equity		**31,328**	**51,607**
Provision for deferred tax	13	1,991	2,391
Other provisions	14	3,250	3,250
Provisions		**5,241**	**5,641**
Lease obligations		618	775
Long-term debt	15	**618**	**775**
Credit institutions		54,274	26,116
Lease obligations	15	210	620
Trade payables		95,881	76,473
Payables to group enterprises		8,981	19,687
Other payables		19,535	16,606
Short-term debt		**178,881**	**139,502**
Debt		**179,499**	**140,277**
Liabilities and equity		**216,068**	**197,525**

Contingent assets, liabilities and other financial obligations	16
Related parties	17
Subsequent events	18
Accounting Policies	19

Statement of changes in equity

	Share capital	Reserve for net revaluation under the equity method	Reserve for developmen t costs	Retained earnings	Proposed dividend for the year	Total
	TDKK	TDKK	TDKK	TDKK	TDKK	TDKK
Equity at 1 January	5,000	20,596	14,682	1,329	10,000	51,607
Ordinary dividend paid	0	0	0	0	-10,000	-10,000
Extraordinary dividend paid	0	0	0	-15,000	0	-15,000
Exchange adjustments relating to foreign entities	0	-174	0	0	0	-174
Development costs for the year	0	0	11,733	-11,733	0	0
Net profit/loss for the year	0	-7,890	0	12,785	0	4,895
Equity at 31 December	**5,000**	**12,532**	**26,415**	**-12,619**	**0**	**31,328**

At the date of the approval of the extraordinary dividend distribution retained earnings were positive

Notes to the Financial Statements

		2024	2023
		TDKK	TDKK

1. Revenue

	2024	2023
Geographical segments		
Revenue, Denmark	574,623	542,056
	574,623	**542,056**
Business segments		
Courier	445,460	427,499
Freight Forward	129,163	114,557
	574,623	**542,056**

	2024	2023
	TDKK	TDKK

2. Staff expenses

	2024	2023
Wages and salaries	106,651	88,170
Pensions	9,221	7,575
Other social security expenses	2,367	1,513
Other staff expenses	836	1,212
	119,075	**98,470**
Including remuneration to the Executive Board and Board of Directors:		
Executive board	3,258	3,593
Board of directors	300	0
	3,558	**3,593**
Average number of employees	**212**	**190**

A part of the remuneration to the Executive Board disclosed above is paid by the Parent Company Link Top Holding A/S and invoiced to the Company as a Management fee. The Company had 2 Executive Board members during January - November 2024 and one during the remainder of 2024.

Notes to the Financial Statements

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

	2024	2023
	TDKK	TDKK
Amortisation of intangible assets	10,381	6,007
Depreciation of property, plant and equipment	1,905	2,029
	12,286	**8,036**

4. Financial income

	2024	2023
	TDKK	TDKK
Interest from group enterprises	1,173	979
Other financial income	318	1,117
Exchange gains	189	274
	1,680	**2,370**

5. Financial expenses

	2024	2023
	TDKK	TDKK
Interest to group enterprises	1,190	619
Other financial expenses	4,299	1,254
Exchange adjustments, expenses	562	1,737
	6,051	**3,610**

6. Income tax expense

	2024	2023
	TDKK	TDKK
Current tax for the year	0	2,847
Deferred tax for the year	-400	673
Adjustment of tax concerning previous years	-19	291
Adjustment of deferred tax concerning previous years	0	-1
	-419	**3,810**

7. Profit allocation

	2024	2023
	TDKK	TDKK
Extraordinary dividend paid	15,000	0
Proposed dividend for the year	0	10,000
Reserve for net revaluation under the equity method	-7,890	6,918
Retained earnings	-2,215	-342
	4,895	**16,576**

8. Intangible fixed assets

	Completed development projects	Software	Goodwill	Development projects in progress
	TDKK	TDKK	TDKK	TDKK
Cost at 1 January	22,161	5,102	32,388	0
Additions for the year	0	1,100	0	23,291
Transfers for the year	23,291	0	0	-23,291
Cost at 31 December	45,452	6,202	32,388	0
Impairment losses and amortisation at 1 January	3,338	4,135	29,202	0
Amortisation for the year	8,249	765	1,367	0
Impairment losses and amortisation at 31 December	11,587	4,900	30,569	0
Carrying amount at 31 December	**33,865**	**1,302**	**1,819**	**0**
Amortised over	3-5 years	3 years	20 years	

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

Notes to the Financial Statements

9. Property, plant and equipment

	Other fixtures and fittings, tools and equipment	Leasehold improve-ments
	TDKK	TDKK
Cost at 1 January	19,840	5,055
Additions for the year	522	531
Disposals for the year	-494	0
Cost at 31 December	19,868	5,586
Impairment losses and depreciation at 1 January	15,981	3,198
Depreciation for the year	1,281	624
Impairment losses and depreciation at 31 December	17,262	3,822
Carrying amount at 31 December	**2,606**	**1,764**
Including assets under finance leases amounting to	471	0

10. Investments in subsidiaries

	2024 TDKK	2023 TDKK
Cost at 1 January	12,186	12,118
Transfers for the year	0	68
Cost at 31 December	12,186	12,186
Value adjustments at 1 January	20,596	13,653
Exchange adjustment	-174	25
Net profit/loss for the year	7,212	7,005
Dividend to the Parent Company	-15,101	0
Other adjustments	-1	-19
Transfers for the year	0	-68
Value adjustments at 31 December	12,532	20,596
Carrying amount at 31 December	**24,718**	**32,782**
Positive differences arising on initial measurement of subsidiaries at net asset value	5,811	5,811
Remaining positive difference included in the above carrying amount at	4,454	5,118

Investments in subsidiaries are specified as follows:

Name	Place of registered office	Share capital	Owner-ship	Equity	Net profit/loss for the year
Linklog AB	Sweden	353	100%	6,306	3,711
Link Logistics US Inc.	USA	7	100%	10,723	2,121
Link Logistics AS	Norway	80	100%	3,235	2,043
				20,264	**7,875**

Link Logistics AS has with accounting effect as of 1 January 2023 merged with its subsidiary Tangen Logistics AS which was acquired in December 2022 by Link Logistics AS. As a result of the merger with Tangen Logistics AS and Link Logistics AS a positive difference on initial measurement of DKK 5,811k has been recognized. The positive difference was previously recognized in Link Logistics AS prior to the merger. The positive difference relates to goodwill and acquired customer rights in Tangen Logistics AS and are amortized over a period of 8-10 years. The amortization is recognized in the "Net profit/loss for the year".

Notes to the Financial Statements

11. Other fixed asset investments

	Deposits
	TDKK
Cost at 1 January	4,944
Additions for the year	386
Disposals for the year	-375
Cost at 31 December	4,955
Carrying amount at 31 December	**4,955**

12. Prepayments

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

13. Provision for deferred tax

	2024	2023
	TDKK	TDKK
Deferred tax liabilities at 1 January	2,391	1,719
Amounts recognised in the income statement for the year	-400	672
Deferred tax liabilities at 31 December	**1,991**	**2,391**

14. Other provisions

	2024	2023
	TDKK	TDKK
Provision for restoration obligation on leases	3,250	3,250
	3,250	**3,250**

Notes to the Financial Statements

15. Long-term debt

	2024	2023
	TDKK	TDKK

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

The debt falls due for payment as specified below:

	2024	2023
Lease obligations		
After 5 years	0	0
Between 1 and 5 years	618	775
Long-term part	618	775
Within 1 year	210	620
	828	**1,395**

16. Contingent assets, liabilities and other financial obligations

	2024	2023
	TDKK	TDKK
Charges and security		
The following assets have been placed as security with bankers:		
The Company has a letter of indemnity to Nykredit Bank A/S with a principal amount of TDKK 5,000. Nykredit Bank A/S has a floating charge in goodwill, property plant and equipment and trade receivables which as of 31 December amounts to a booked value of:	126,081	122,739

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

	2024	2023
Contingent assets		
The Company has entered into lease contracts for office premises and storage facilities with external parties. The lease contracts has a security of tenure of 10 years with effect from 01 July 2018. The lease asset as of 31 December amounts to:	3,908	4,963

	2024	2023
	TDKK	TDKK

16. Contingent assets, liabilities and other financial obligations

Rental and lease obligations

	2024	2023
Rental- and lease obligations, period of notice between 6 - 60 months. The obligation as of 31 December amounts to:	22,079	28,757
The Company has provided a bank guarantee to a landlord to guarantee the fulfillment of its obligations, cf. a lease contract	333	333

Other contingent liabilities

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

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

Notes to the Financial Statements

17. Related parties and disclosure of consolidated financial statements

	Basis
Controlling interest	
Polaris Private Equity IV K/S, København, CVR 36 48 65 97	Ultimative Parent Company
P-Link 2019 A/S, København, CVR 39 86 01 04	Intermediate Parent Company
Link Top Holding A/S, København, CVR 39 86 06 35	Immediate Parent Company

Transactions

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

Consolidated Financial Statements

The Company is included in the Group Annual Report of the Parent Company of the largest and smallest group:

Name	Place of registered office
P-Link 2019 A/S	Malmøgade 3 2100 København Ø
Link Top Holding A/S	Vallensbækvej 51 2605 Brøndby

18. Subsequent events

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

Notes to the Financial Statements

19. Accounting policies

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

The accounting policies applied remain unchanged from last year.

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

The Financial Statements for 2024 are presented in TDKK.

Consolidated financial statements

With reference to section 112 of the Danish Financial Statements Act and to the consolidated financial statements for 2024 of Link Top Holding A/S, the Company has not prepared consolidated financial statements.

Cash flow statement

With reference to section 86(4) of the Danish Financial Statements Act and to the cash flow statement included in the consolidated financial statements of Link Top Holding A/S, the Company has not prepared a cash flow statement.

Fee to auditors appointed at the general meeting

With reference to section 96(3) of the Danish Financial Statements Act, the Company has not disclosed information regarding the fee to auditors appointed at the general meeting as the Company is included in the consolidated financial statements of Link Top Holding A/S, where the information is disclosed for the Group as a whole.

Recognition and measurement

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

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

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

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

Certain financial assets and liabilities are measured at amortised cost, which involves the recognition of a constant effective interest rate over the maturity period. Amortised cost is calculated as original cost less any repayments and with addition/deduction of the cumulative amortisation of any difference between cost and the nominal amount. In this way, capital losses and gains are allocated over the maturity period.

Recognition and measurement take into account predictable losses and risks occurring before the presentation of the Annual Report which confirm or invalidate affairs and conditions existing at the balance sheet date.

Notes to the Financial Statements

Business combinations

Pooling of interests

Intragroup business combinations are accounted for under the pooling-of-interests method. Under this method, the two enterprises are combined at carrying amounts, and no differences are identified. Any consideration which exceeds the carrying amount of the acquired enterprise is recognised directly in equity. The pooling-of-interests method is applied at the date of acquisition, and comparative figures have not been restated.

Leases

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

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

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

Translation policies

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

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

Segment information on revenue

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

Income statement

Revenue

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

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

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

Direct expenses

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

Notes to the Financial Statements

Other external expenses

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

Staff expenses

Staff expenses comprise wages and salaries as well as payroll expenses.

Amortisation, depreciation and impairment losses

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

Other operating income and expenses

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

Income from investments in subsidiaries

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

Financial income and expenses

Financial income and expenses comprise interest, financial expenses in respect of finance leases, realised and unrealised exchange adjustments, price adjustment of securities, amortisation of mortgage loans as well as extra payments and repayment under the on-account taxation scheme.

Tax on profit/loss for the year

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

Any changes in deferred tax due to changes to tax rates are recognised in the income statement.

The Company is jointly taxed with its parent companies. The tax effect of the joint taxation with the parent companies is allocated to Danish enterprises showing profits or losses in proportion to their taxable incomes (full allocation with credit for tax losses).

Notes to the Financial Statements

Balance sheet

Intangible fixed assets

Goodwill

Goodwill acquired is measured at cost less accumulated amortisation. Goodwill is amortised on a straight-line basis over its useful life, which is assessed at 20 years. The economic lifetime of intangible assets from mergers and acquisitions is assessed in connection with the acquisitions of the subsidiaries. The acquisitions are considered strategical investments in order for the Group to expand the service offerings to meet customer demand for comprehensive logistics solutions.

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

Development projects

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

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

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

Property, plant and equipment

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

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

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

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

The fixed assets' residual values are determined at nil.

Depreciation period and residual value are reassessed annually.

Impairment of fixed assets

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

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

Notes to the Financial Statements

Investments in subsidiaries

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

The item "Investments in subsidiaries" in the balance sheet include the proportionate ownership share of the net asset value of the enterprises calculated on the basis of the fair values of identifiable net assets at the time of acquisition.

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

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

Other fixed asset investments

Other fixed asset investments consist of deposits.

Receivables

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

Prepayments

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

Equity

Dividend

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

Provisions

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

Deferred tax assets and liabilities

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

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

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

Notes to the Financial Statements

Current tax receivables and liabilities

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

Financial liabilities

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

Financial Highlights

Explanation of financial ratios

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