

“We believe
in the magic
of win win”

202

DK Company A/S, La Cours Vej 6, DK-

Content

MANAGEMENT'S REVIEW

- 05 Growth of 10% in both turnover and EBT
- 06 Financial highlights of the group
- 08 The Blooming Concept
- 10 Multi-brand strategy
- 11 Strategy summary
- 12 Brands
- 13 Report on profit and loss
- 15 Risk management
- 20 Statement on responsibility
- 21 Diversity, equality and inclusion

COMPANY INFORMATION

- 77 Company information

CONSOLIDATED FINANCIAL STATEMENTS

- 23 Statement of income and comprehensive income
- 24 Balance sheet · Assets and liabilities
- 25 Cash flow statement
- 26 Statement of changes in equity
- 27 Notes · Basis of preparation of the consolidated financial statement
- 31 Notes · EBITDA, working capital and cash flows
- 37 Notes · Significant accounting estimates, assumptions and adjustments
- 39 Notes · Invested capital
- 47 Notes · Capital structure
- 50 Notes · Tax
- 53 Notes · Other notes to the consolidated financial statements

MANAGEMENT'S STATEMENT AND AUDITOR'S REPORT

- 79 Managements statement
- 80 Independent Auditor's Report

PARENT COMPANY FINANCIAL STATEMENTS

- 62 Statement of income
- 63 Balance sheet · Assets and liabilities
- 64 Statement and changes in equity
- 65 Notes to the parent company financial statements

REVENUE

MIO. DKK

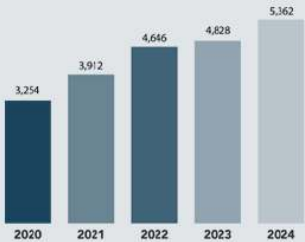
EBITDA

MIO. DKK

ORGANIC GROWTH
11%

Development in revenue

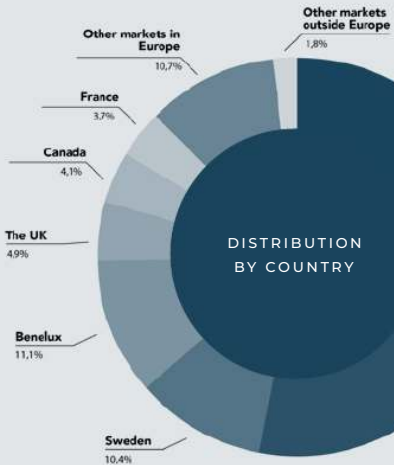
MIO. DKK



26
BRANDS

NEW TO
THE FAMILY
WOOD WOOD

CULTURE	GESTUZ	BON'A PARTE	Matinique
soaked	K A F F E	BLEND	b.young
K A F F E curve	ICHI	CASUAL ADVISE	CREAM
MY ESSENTIAL WARDROBE	FQ1924	PULZ JEANS	!SOLID
ATELIER R É V E	InWear	PART TWO	KAREN BY SIMONSEN
fransa	Saint Tropes	sorbet	TheJoggConcept
BALL	WOOD WOOD		



DK Company has based the business on selling to more than 16,500 selling points.

One of DK Company's strengths is its strong geographical presence in more than 35 countries worldwide.

DK Company's portfolio consists of 430 shops: fully and partly owned, franchises, consession and consignment.

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- 12 Brands
- 13 Report on profit and loss
- 15 Risk management
- 20 Statement on responsibility
- 21 Diversity, equality and inclusion



With more than 10% growth in turnover and on profit before tax DK Company fulfills the expectations for 2024.

The turnover totals DKK 5.4 billion against DKK 4.8 billion in 2023. The profit before tax (EBT) totals DKK 536 million against EUR 487 million in 2023, corresponding to a profit margin of 10% for both 2024 and 2023.



Jens Poulsen
Founder and majority shareholder
DK Company Group
Group CEO

Group CEO Jens Poulsen states: "In 2024, we have continued our investment in future growth with a three-digit million amount in particular IT, logistics and sales promotion activities, which despite challenging markets underlines DK Company's faith in the future."

Internally the year has been characterized by significant growth, integration of new IT and logistics systems as well as delayed freight deliveries from the Far East and freight rates. Internationally, the geopolitical turmoil with a Europe under pressure as well as the ongoing war in Ukraine and a volatile US dollar have



Jens Obel Jørgensen
Shareholder DK Company Group
CEO Ikast and Copenhagen

had and will continue to have a major impact on DK Company's business.

EXPECTATIONS FOR 2025

The new presidency in the USA means that the visibility for 2025 has lowered significantly. The rules of the game have changed, and we are looking into a scenario with customs barriers as well as an even more volatile US dollar, which will cause increased challenges for DK Company as we source primarily in US dollars. Also, the freight conditions are unpredictable with the risk of delayed deliveries and rising rates



Søren Lauritsen
Shareholder DK Company Group
Group CFO

Jens Poulsen states: "The geopolitical situation, consumers' desire to buy goods at a reasonable price for money, and we have done well during crises, where income is under pressure."

DK Company has an ambition to repeat the growth and achieve 10% growth in both turnover and profit before tax.



Kasper Philipsen
Shareholder DK Company
CEO Vejle

Revenue
Expenses
Other operating income
Other operating expenses

Profit before depreciation, amortisation and financial income and expenses
Depreciation, amortisation and impairment losses on intangible assets as well as property, plant and equipment

Operating profit before special items

Special items

Operating profit

Financial income and expenses, net amounts

Profit before tax

Tax on profit for the year

Profit for the year incl. minority interests

Profit/Loss attributable to shareholders of the parent

Non-current assets
Current assets

Total assets

Equity of shareholders of the parent
Minority interests

Total equity

Non-current liabilities
Current liabilities

Total equity and liabilities

Cash flows from operating activities
Cash flows for investing activities
Cash flows from financing activities

Total cash flows

Investments in property, plant and equipment
Depreciation on property, plant and equipment

Average number of employees

Financial ratios

Revenue growth (%)
Gross margin (%)
Profit margin (%)
Solvency ratio (%)
Return on equity (%)¹⁾
Dividend per share, DKK

1) Ratios are calculated on the profit for the year distributed to the parent's shareholders.

Unless otherwise defined above, the financial highlights have been defined and calculated in accordance with the recommendations issued by the Danish Society of Financial Analysts. Reference is made to the definition of financial ratios page at the end of the Annual Report.

2024	2023	2022	2021	2020
5,361,911	4,828,458	4,646,260	3,911,731	3,254,339
-4,644,108	-4,153,491	-3,837,973	-3,132,575	-2,753,003
107	2,197	6,522	0	1,150
-282	-2,570	-728	-271	-4,079
717,628	674,594	814,081	778,885	498,407
-200,426	-168,602	-137,440	-150,232	-165,648
517,202	505,992	676,641	628,653	332,759
0	0	0	0	14,656
517,202	505,992	676,641	628,653	347,415
18,473	-19,206	-15,657	-16,882	-12,604
535,675	486,786	660,984	611,771	334,811
-122,937	-115,462	-146,504	-137,791	-50,413
412,738	371,324	514,480	473,980	284,398
394,192	349,063	473,067	430,146	262,148
889,717	968,671	672,304	538,525	604,379
2,140,694	1,908,986	1,854,894	1,495,169	1,279,217
3,030,411	2,877,657	2,527,198	2,033,694	1,883,596
1,265,392	1,050,426	883,092	925,068	718,991
90,259	74,472	68,601	76,620	53,121
1,355,651	1,124,898	951,693	1,001,688	772,112
352,257	422,525	230,846	173,357	261,438
1,322,503	1,330,234	1,344,659	858,649	850,046
3,030,411	2,877,657	2,527,198	2,033,694	1,883,596
576,059	439,111	473,331	691,841	656,197
-52,234	-97,117	-66,127	-53,149	-37,381
-352,871	-350,281	-630,807	-457,441	-426,369
170,954	-8,287	-223,603	181,251	192,447
-130,175	-501,271	-318,139	-101,408	-75,175
197,426	168,453	136,287	145,149	160,943
1,690	1,654	1,572	1,468	1,523
11.0	3.9	18.8	20.2	-3.9
54.9	53.0	55.4	57.3	54.9
9.6	10.5	14.6	16.1	10.7
41.8	36.5	34.9	45.5	38.2
34.0	36.1	52.3	52.3	41.3
33.3	31.2	78.1	46.7	8.1

Revenue



Operating



Total



Return



Amount

DK Company's strategy is to be among the leading multi-brand suppliers in Europe in the mid-market. This strategy has proven strong, as the diversification into 26 brands has ensured increased earnings and revenue over the past 23 years. Moreover, DK Company's collections are represented in 35 markets, which reduces dependence on individual markets, thus providing the DK Company Group with considerable risk diversification, which helps to ensure continuous growth.

DK Company's sales channels are divided into wholesale, retail and e-commerce. The main activities of wholesale are the design, marketing, sale and distribution of brands to both women and men. The retail segment consists of 150 shops, which are wholly or partly owned by DK Company or operated on a franchise basis.

A number of brands have a total of 280 concession and consignment agreements with a number of European department stores. All the Group's brands are sold on the Group's e-commerce platforms. In addition, most brands are sold through partners' web shops.

The Group has its own designers and buyers in Denmark, and the collections are mainly produced in China, India, Bangladesh and Turkey. In China and Bangladesh, DK Company has

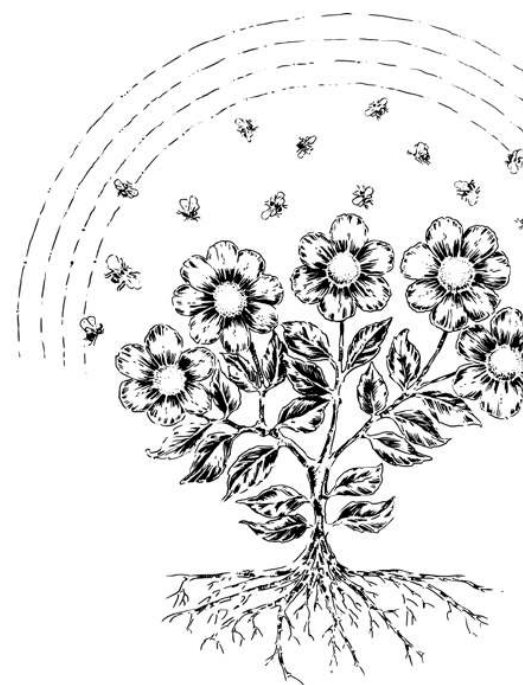
its own purchasing departments. Most of the collections are delivered to warehouses in Denmark, from where they are distributed to customers. A minor part of the collections is delivered directly to customers. Fulfilment centres in Poland and Germany handles e-commerce distribution.

DK Company sees more opportunities for growth in all business areas. Being present in 35 markets means there is untapped potential for additional sales in the markets already established.

Having 26 well-established brands provides the foundation for implementation of the strategic ambition of being able to offer different retail concepts.

The individual concepts, primarily designed for women and based on the Group's most distinctive brands, are: byoung, Fransa, Ichi and !Solid. The retail concepts Companys and Designers Market embrace most of the Group's remaining women's brands and constitute the Group's primary multi-brand concepts.

DK Company offers its partners several exciting single or multi-brand concepts and a variety of brands which may be adapted to the needs and customer base of the individual shop.



The partner concept is defined as a close collaboration with partners each selling several of the Group's brands.

BUSINESS CONCEPT AND MISSION

DK Company is a fashion group with the will and courage to stand out. Believing in soft values and being willing to follow the Blooming Concept are the hallmarks of our corporate culture. DK Company's dedicated staff know that growth and a healthy economy depend on the Group's values and the active day-to-day efforts of the staff.

DK Company's multi-brand strategy is primarily based on brands providing 'value for money'. However, brands such as InWear, Part Two, Karen by Simonsen and Gestuz put DK Company in the high-end part of the mid-market, where focus is on 'luxury for less'. In both cases, the consumers should feel they get more than they spend.

DK Company aims to build long-term 'win-win' relationships between the Company,

its employees, customers and suppliers – it is from here, the strategic concept of '4 x win' has emerged.

The relationships are based on trust, proximity and mutual respect for the entire value chain.

THE BLOOMING CONCEPT

The strategy is based on 'The Blooming Concept' visualised by a flower. The flower

is a living, organic symbol of growth. It has healthy roots and a stem, which is strong enough to support and nourish the colourful flowers.

The retail flower is raised slightly above the other three flowers of the Group's brands. This is an illustration of how all brands must be able to think and act as retailers to contribute to the development of the overall business.

The flower requires care, attention and constant development to maintain its unique attraction, and to stay strong and straight, which will enable us to make the most any advantages and stand up to any adversity. The stem is a symbol of corporate functions such as business solutions, IT, HR, logistics, warehouses and the finance department. The root system is the foundation of the flower, which is made up of DK Company's suppliers and purchasing departments.

This foundation constitutes the competitive nourishment for the petals, illustrating the individual brands which must flourish for the benefit of shops and customers worldwide. Customers are illustrated by bees buzzing around the flowers. The bees should be attracted to the many different brands of the flower, which are also meant to make the Group an attractive partner.

The purpose of the Blooming Concept is for the entire value chain from root system to bees to experience 'the magic of win-win'.

The primary resources in this context are people, networks and relationships. Without these, the flower loses both energy and attraction, and thus risks losing earnings and growth. People, networks and long-term relationships are therefore crucial to the Group.

**STRENGTH OF THE
BLOOMING CONCEPT**

Several years of experience have provided DK Company with considerable expertise in the integration and consolidation of acquisitions. This has been made possible by the root system and the corporate functions of the flower, which have provided the foundation of and been adaptable to the increased activity. Consequently, the foundation has strengthened existing and new petals alike by providing greater bargaining power over suppliers in addition to the cost-effective systems which help create success for the individual brands.

While integrating and consolidating its acquisitions, DK Company has managed to adapt the overall portfolio of brands. When, for various reasons, a brand cannot be further developed or it no longer matches the Group strategically, it will be discontinued. This provides room for further attention to existing brands or introducing a new brand which can be easily integrated into the Group.

By means of its support functions and root system, the Group is able to acquire and integrate complementary enterprises and/or brands which benefit from the stability of the stem, thus enabling the individual brands to

maintain focus on developing and maintaining the sales channels.

Likewise, the work on the Group's IT platform, financial management, purchasing procedures and establishing a plug-and-play system makes future integration both in terms of cost and time

Through the development of new retail concepts, the Group expands the sales channels of its brands and in combination with strategic agreements, the wide range of customers to do business with the partner, thus creating a strong

By applying the knowledge of the individual brands by moving closer to the market and enabling the supply of products at the right time.

The establishment of a common e-commerce platform, which serves all Group's brands, has strengthened the sales channel in retail

The collaboration with strategic partners has been in place for a number of years.

This experience forms the basis of the company's business concept and enables it to integrate and develop new brands in a cost-effective way.

DK Company's multi-brand strategy is based on a portfolio of 26 brands with a broad geographical presence in 35 markets. The Blooming Concept ensures that all brands retain their unique identity and design DNA. Synergies are created by using a number of corporate functions. The realised synergies have made the Group more resilient with respect to generating positive results.

STRONG GEOGRAPHICAL PRESENCE

One of DK Company's strengths is its strong geographical presence. Our collections are sold to 35 countries worldwide. The strategic acquisitions of reputable brands in recent years, including InWear, PartTwo, Matinique, Saint Tropez and !Solid, have strengthened DK Company's position especially in Norway and Germany, which are also the Group's largest growth markets.

In addition, DK Company has realised rather significant revenues in the other European markets, where a major part of the revenue related to, for example, Blend was generated in Southern Europe. This contributes to a geographical revenue diversification, which makes DK Company less vulnerable to fluctuations in the individual markets.

RETAIL

Historically speaking, most of the Group's shops have been run in collaboration with a third party, either on a franchise basis or through shared ownership with DK Company.

DK Company's portfolio consists of 150 shops, the majority of which is located in Norway, primarily in large shopping centres. In Norway, byoung is the prevailing concept. A number of brands have entered into a total of 280 concession and consignment agreements with a number of European department stores.

When cooperating with a third party on the operation of a shop, DK Company uses one of two types of partnership agreements defined as follows:



- Partly owned shops, where DK Company participates by holding a controlling share and running the shop in cooperation with a local retailer.
- The franchise model, where partners run shops in the local area through presence and local knowledge.

The day-to-day business is supported by DK Company's retail organisation, for example via initiatives such as a customer club, advertising campaigns as well as accounting and other finance services.

PARTNERSHIP AGREEMENTS

Historically, DK Company has based its business on wholesale and is selling its goods to more than 16,500 selling points primarily in Europe. Most of the Group's revenue originates from such business.

In order to create maximum synergy, collaboration with external partners. DK Company has entered into agreements with the Group. The purpose of such agreements is to create collaboration and create synergy between DK Company and its partners. The agreements support the Group's strategy of affiliating several brands under a single brand agreement.

It is DK Company's strategy to be a preferred partner in the market. The goal is therefore to enter into multi-brand agreements with wholesale customers and create opportunities for both parties.

Strategy summary

STRATEGY	ADOPTION
ACQUISITION OF ENTERPRISES	Acquisition of enterprises, brands and retail chains. Acquisition of enterprises, brands and retail chains is part of DK Company's DNA. DK Company therefore always pays attention to any opportunities arising in the market. Based on the experience gained through recent years' acquisitions, DK Company has created a set-up which facilitates an efficient and fast process for acquisitions. The Group intends to continue creating growth through acquisition of complementary enterprises, brands and major retail chains.
EXPANSION VIA E-COMMERCE	Through the DK Company Online Group, DK Company has an e-commerce platform which comprises all the brands of the DK Company Group. As a consequence, the Group has the option of expanding its e-commerce activities in the future. In addition, the ambition is to expand the collaboration with leading e-commerce partners both through partnerships.
PREFERRED PARTNER IN THE MID-SEGMENT	It is DK Company's ambition to become the preferred partner in the mid-segment. Our goal is therefore to expand the number of multi-brand agreements with the Group's wholesale customers to create unique opportunities for both parties.
INCREASED COOPERATION	Increased cooperation with the Group's wholesale customers.
DEVELOPMENT OF MARKETS	Development of existing markets and establishment in new markets. DK Company will continue to generate growth through development of the individual brands in the Company's brand portfolio. In recent years, DK Company has established sales activities in several new markets. DK Company primarily intends to develop its sales activities in the existing markets, but also to enter new markets when the opportunity arises. DK Company has launched several brands on the North American market, thus commencing sales activities in this market.
DEVELOPMENT OF RETAIL CONCEPTS	The Group intends to develop retail concepts and establish more shops in strategically important markets. Strengthening and expanding of the Group's retail concepts.





According to its strategy, the Group will concentrate on brands offering value for money and luxury for less, as well as offer retail concepts matching these criteria.

Each brand has its own DNA, identity, unique characteristics and functions as a separate entity. The individual brands are continuously developed, in part to avoid overlap resulting in internal competition, and in part to create brands and collections which complement and support each other. This increases the opportunity for complementary sales.

The Group's brands are Blend, byoung, Bon'A Cream, Culture, Fransa, InWear, Kaffe, Kaffe mosen, Matinique, Part Two, Pulz Jeans, Tropez, !Solid, Sorbet, Wood Wood.

The Group's retail concepts are b-young, Fransa, Ichi, and COMPANY.

All brands and retail concepts are listed in detail at: www.dk.com under "Brands" while the retail concepts are listed under "Retail".

CULTURE

soaked

K A F F E
curve

MY
ESSENTIAL
WARDROBE

A T E L I E R
R É V É

fransa

WOOD WOOD

GESTUZ

K A F F E

ICHI

FQ1924

InWear

Saint
Tropez



BON'A PARTE

BLEND

CASUAL FRIDAY TANGSA

PULZ JEANS

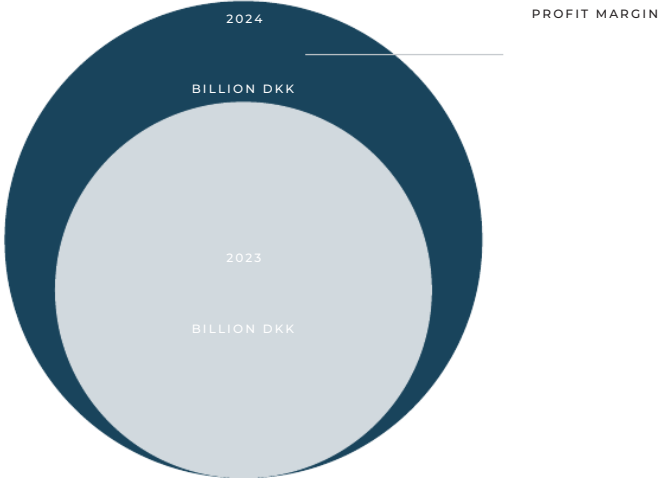
PART TWO

sorbet

REVENUE

The Group's revenue was DKK 5.4 billion (DKK 4.8 billion), which is an increase of DKK 533 million in 2024. The increase was generated from organic growth.

Profit before tax was DKK 536 million (DKK 487 million), corresponding to a profit margin of 10% (10.5%).



PROFIT OF THE YEAR

Profit before tax was DKK 536 million (DKK 487 million).

INVESTMENTS

In 2024, DK Company invested DKK 48 million (DKK 93 million) in non-current assets.

COSTS

Other external expenses constituted DKK 1,362 million (DKK 1,014 million). The increase is due to a higher level of activity of the Group and office facilities, showrooms and preparation for the increased reporting requirements placed on our business within the ESG area.

Depreciation, amortisation and impairment losses for the year were DKK 200 million (DKK 168 million).

TAX

In the financial year 2024, the tax expense was DKK 115 million (DKK 115 million) was recorded in the income statement.

GROSS PROFIT

Gross profit was DKK 2.6 billion (DKK 2.6 billion). The profit margin was 48 percentage points (48 percentage points), which is primarily due to the currency market conditions.

FINANCIAL INCOME

Financial income and expenses for the year were DKK 19 million (DKK 19 million), resulting in a net income of DKK 19 million (DKK 19 million).

CASH FLOWS

In 2024, the Group increased its total liquidity by DKK 171 million after a dividend off DKK 204 million paid out in 2024.

The Group generated cash flows from operating activities of DKK 576 million in 2024 compared to DKK 439 million in 2023. The positive cash flow development in 2024 is due to a positive increase in EBT and a lower payable tax for 2024 compared to 2023.

Cash flows from investing activities constituted an expense of DKK 52 million compared to an expense of DKK 97 million in 2023.

Cash flows from financing activities were DKK 352 million compared to DKK 350 million in 2023. In 2024, the Group distributed dividends of DKK 204 million (DKK 204 million).

The total cash flow changes for the year are positive with DKK 171 million compared to a negative DKK 8 million for 2023.

SUBSEQUENT EVENTS

No subsequent events have occurred which have an impact on the Financial Statement.

TOTAL EQUITY

The Group's total equity, exclusive of minority interests, is determined at DKK 1,265 million (DKK 1,050 million), after distributed dividends of DKK 200 million. The solvency ratio is 41.8% (36.5%).

PENDING LAWSUITS

The Group has challenged a decision by the Norwegian Customs authorities in a case concerning the customs clearance of goods in Norway.

The Group has recognised the preliminary decision of the authorities but expects to win the appeal.

The Group has no other pending cases of significance, except ongoing collection proceedings.

PARENT

In 2024, the company realised revenue of DKK 811 million (DKK 675 million). Profit before tax was DKK 421 million (DKK 369 million). The results are considered satisfactory.

PROPOSAL FOR DISTRIBUTION OF PROFIT

DKK MILLION	2024	2023
Reserve for net revaluation according to the equity method	164	41
Retained earnings	27	108
Proposed dividend for the year	200	200
Total	391	349



The following contains a description of general risk factors related to conducting business, risks associated with the fashion industry and special risks of the DK Company Group. The risk factors and uncertainties mentioned include those currently assessed by Management to be the most significant risks. Effective tools have been implemented to manage and address the various risks. The risk factors are not listed in order of priority.

CORE RISKS

DK Company has defined the following core risks: fashion risk, risk of loss of brand value, risk of loss of intellectual property rights, supplier risk, risks related to logistics and inventories, insurance risk, debtor risk and employee risk. These risk factors are defined as inherent in the Group's operations.

DK Company manages the stated risks by means of tools developed based on the Group's experience and competencies.

FASHION RISK

In the fashion industry, it is a basic condition that a single collection may fail from a fashion point of view. DK Company diversifies such risk by annually designing 6 to 12 collections for 26 different brands. In addition, the individual brands appeal to different target groups, both

in terms of gender, style, price and age. Moreover, DK Company's collections are currently sold in 35 markets.

The Group's brands also vary in terms of fashionability. In general, DK Company's collections are developed on a commercial and market-oriented basis, as it is crucial for the Group's profitability that the individual brands can be produced in quantities sufficient to provide economies of scale.

Experience shows that DK Company has been good at responding in time to changes in consumer preferences as a result of shifting fashion trends. DK Company's success is closely related to its ability to respond quickly and be flexible about changes in the market.



RISK OF LOSS OF BRAND VALUE

Another basic condition of the fashion industry is the risk of losing brand value, that consumers lose interest in the brand and that the brand loses status. DK Company's brands have all been around for a number of years, and over time, the individual brands have developed a rather significant intangible value. As the collections are continually developed, the loss of brand value is a constant risk if such development does not follow market trends.

DK Company has therefore put systems in place to ensure that the Group will respond promptly to market signals indicating that its brand development is not on track. As an example, the sales department is actively involved in the development of collections.

Analyses of sales in order to provide input for design development.

Negative media coverage among core consumers can lead to a significant loss of brand value. DK Company has prepared communication policies. These policies aim to prevent a loss of brand value.

The policies are described in the sustainability section of the annual report. It is the belief that our products are of high quality, money and luxury for our customers.

DK Company gives priority to high-quality areas, as the Group develops and delivers high-quality products.



**RISK OF LOSS OF INTELLECTUAL
PROPERTY RIGHTS**

For historical reasons, the DK Company A/S Group does not own all the trademark rights to the individual brands. Therefore, DK Company has defined a number of procedures which ensure the continued right to use the trademarks.

DK Company A/S has entered into non-terminable agreements on the right of use of the following trademarks and figurative marks: Kaffe, Cream and Karen by Simonsen. These trademarks belong to Jens Poulsen Holding ApS, which is controlled 100% by CEO Jens Poulsen. Jens Poulsen Holding ApS makes the trademark rights available to the Company for a small fee on the condition that the Company incurs all costs related to maintaining and protecting the registration of the trademarks and figurative marks.

The right of use agreements between DK Company A/S and Jens Poulsen Holding ApS are independent from Jens Poulsen's affiliation with the Company. Should a change of control take place in Jens Poulsen Holding ApS as a result of Jens Poulsen's transfer of shares in this company, whereby Jens Poulsen will hold less than 51% of the shares in Jens Poulsen Holding ApS, DK Company A/S has an option to acquire the registered trademarks at a price assessed by an independent valuer.

The DK Company A/S Group owns the trademark rights to Atelier Rêve, BALL, Blend, Bon'A Parte, byoung, Casual Friday, Culture, Double A, Gestuz, Fransa, FQ1924, ICHI, InWear, Kaffe Curve,

Matinique, My Essence, Pulz Jeans, Saint Tropez, Sorbet, The JoggCo.

DK Company has an trademark agent registered in Denmark to handle any infringement on the market.

SUPPLIER RISK

DK Company's production relies on external suppliers, and the Group is diversifying risk diversification. DK Company has experienced in international markets.

By using suppliers in different countries, the risk of failing supplies is reduced. The Group is not dependent on one country and developments in one country. It is the Group's policy that the supplier must account for a small part of the Group's total production.

DK Company ensures its production facilities by means of the Group's departments in China and Vietnam. Employees of the local departments contribute with their knowledge and competence, that the Group achieves a high level of combination of price, quality and reliability. This mitigates operational risks.

**RISKS RELATED TO LOGISTICS
AND INVENTORIES**

A significant part of DK Company's goods are ordered in advance by the Group's distributors, which minimises risks related to inventories. However, when the industry is under pressure, orders may be cancelled.

Fashion clothes have limited useful life, and reliability of delivery is therefore a core area for DK Company. According to the agreements, the collections must be delivered to the shops within certain deadlines. If the products are not delivered on time, there is a risk that they will be returned, resulting in an increased amount of excess goods and write-downs. DK Company has logistical procedures in place, limiting the risk of capital being tied up in inventory of excess goods.

The collections are delivered either on hangers or in flat packages. Most of the production from Asia is transported by sea freight, and a minor part is shipped by air freight and rail to Europe. Products from European countries are transported by truck. The geographical distribution and the flexibility of the option of transferring the cargo from ship to air freight and rail reduce risks related to logistics.

DK Company has modern warehouse and logistics facilities suitable for both flat packages

and ready-made clothing on hangers in the Danish cities Ikast, Kolding and Vejle.

In terms of managing revenue related to e-commerce, the Group moreover has agreements with third parties on warehouse and logistics facilities in Germany and Poland.

Most of the Group's goods are sold continuously during the season. At the end of a season, the goods are transferred to the Group's own physical outlet shops in Denmark, Sweden, Norway and Switzerland or to DK Company's online outlet. Additional excess goods are sold through brokers in markets where DK Company is not represented.

In their entirety, DK Company's planning tools, warehouse facilities, know-how and experience significantly reduce the risks related to logistics and inventories.

INSURANCE RISK

Based on the Group's increased geographical distribution and, hence, its growing need to take out local insurance in areas where the Group's companies are located, DK Company has entered into an agreement with an international insurance partner.

In cooperation with the insurance partner, the Executive Board conducts an annual review

and assessment of risks and cover. In the Executive Board's assessment, the insurance taken out is estimated to provide reasonable insurance cover to the Group's assets and operational base in case of damage.

DEBTOR RISK

DK Company has entered into an insurance contract for credit insurance of the Group's customers. The contract implies that approximately 60-70% of the Group's total net sales are made to customers covered by credit insurance. The sum insured is 90% of the Group's receivables from insured customers. The remaining part of the Group's revenue is distributed on customers from whom the Group has historically received payments on time, or where prepayment has been agreed for the orders placed. This mitigates the risk of losses.

EMPLOYEE RISK

When key employees leave the Group or become unable to discharge their duties, DK Company is exposed to risk, since the success of the Group, among other things, depends on the efforts, industry knowledge and qualifications of the employees.

The Group is subject to risk if DK Company is unable to keep recruiting, developing and retaining the right employees.

DK Company embraces the whole person and works with all resources are therefore used. The Company's management policies and guidelines constitute essential knowledge for the Group. The HR department develops policies and guidelines and supplementary training.

DK Company invests in the personal and professional development of employees, for example through coaching. The above holistic approach reduces the risk of losing employees, in particular key personnel.

**NON-CORE RISKS
LITIGATION AND ARBITRATION**

DK Company may be exposed to litigation and arbitration proceedings. DK Company follows a consistent legal practice, it is not guaranteed that interpretations around the world are the same. Should DK Company's pricing policies be questioned, this could have significantly negative impact on profit.

FINANCIAL RISKS

The financial risks of the Group are defined as currency, interest rate and liquidity risks.

CURRENCY RISK

The Group has prepared a corporate currency policy to ensure that currency risks are minimised. All material transaction risks are hedged. DK Company's currency risks are primarily hedged by forward exchange contracts. Exchange rate and interest rate fluctuations may have a negative impact on the results.

DK Company's financial statements are presented in Danish kroner (DKK), meanwhile, a significant portion of the Group's income and expenses are in other currencies, including NOK, SEK, GBP, CHF, EUR, CAD and USD, which means that DK Company may be exposed to adverse fluctuations in foreign exchange rates.

Exchange rate fluctuations affect the translated value of the operating results generated outside Denmark. Fluctuations may also affect the translation of the value of assets and liabilities in foreign currencies.

DK Company buys many of its products from suppliers whose products are priced in currencies other than DKK, especially USD and EUR. In addition, DK Company sells many products in currencies other than DKK, especially NOK, SEK, GBP, CHF, CAD and EUR. Unfavourable exchange rate fluctuations may therefore result in lower earnings.

INTEREST RATE RISK

DK Company's interest rate risks are related to the Group's interest-bearing assets and liabilities.

The Group's interest rate risks are managed by obtaining floating rate debt and financial instruments adapted to the interest rate risk of the underlying investment.

LIQUIDITY RISK

The Group organises its cash resources and capital structure to safeguard planned investments and ensure that the Group may continue as a going concern. Reference is made to note 26 to the Consolidated Financial Statements for further information on the Group's financial risks on the balance sheet date.

POLITICAL RISKS

DK Company may be affected by new trade restrictions or changed customs tariffs and quotas.

There is a risk that such changes may increase DK Company's expenses, which in turn may have an adverse effect on future profit from operating activities and the Group's financial position.

Management is not in a position to anticipate whether any of DK Company's production countries will become subject to change, and therefore, it is not possible to assess the specific impact of any changes.

DK Company conducts business in several jurisdictions worldwide. Local tax rules and interpretations thereof are changed on an ongoing basis, and such changes may be implemented retroactively. A risk exists that changes to tax rules or the interpretation of those rules, in one or more jurisdictions, may result in an increased effective tax rate of the Group or otherwise affect the Group's profit from operating activities.

IT RISK

DK Company has developed reliable IT systems, which ensure reliable performance of day-to-day operations, including strengthening of the delivery reliability and an efficient supply chain. Work is ongoing to cover IT risks, including virus attacks, system crashes, etc.

Today, DK Company platform. The platform focus and effectivity day-to-day tasks. In a ensures consistency the 26 brands.



— JENS POULSEN, GROUP C

The statement regarding corporate social responsibility and data ethics is included in DK Company's Responsibility Report, which is a summary and provides insight into how the DK Company Group works with responsibility.

The journey to become more responsible is an ongoing process during which we continuously learn from experience and find new ways to make an impact and improve our processes.

The responsibility report makes it possible to dive into our work on the UN's global goals. The statement contains excerpts from our policies on corporate social responsibility, which relate to human rights, social issues, employee relations, environment, climate, data ethics, and anti-corruption.

The report can be downloaded from the company's website.

<https://www.dkcompany.com/en-en/csr/responsibility-report>



DK Company has a public Diversity, Equity and Inclusion Policy that emphasises a diverse workplace with no discrimination based on personal characteristics including gender. We work systematically to increase and maintain a high share of women in our management positions. We do this in our recruiting and promotion processes. In our annual employee appraisal reviews and other dedicated interactions we do actively encourage internal female talent to take management responsibility.

The highest governing body of DK Company, the Board of Directors has 5 members. "Other management levels" are the two levels of management below the Board of Directors. In 2024 this was 46 managers.

TARGETS AND PROGRESS

In 2021 the Board of Directors defined a target of 20% representation of women on the Board by 2025 and equal gender representation in Middle Management with a minimum of 40% representation of women.

Two of five members of the highest governing body of DK Company are held be the four male owners of the company. Since this is not planned to change, it is difficult to significantly increase the target for representation of the under-represented gender. The Board of Directors increased the target to 33% by 2028.

Of the 46 managers at "other management levels" 35% of positions were held by women, the under-represented gender, and is therefore considered equal. This was achieved through retainment of our female managers through for example our leadership training and by encouraging women to apply for open positions. It is our goal to continue to maintain the 40% representation as a minimum by 2025.

HIGHEST GOVERNING BODY (BOARD OF DIRECTORS)	2024
Total number of members, #	5
Percentage of under-represented gender, %	20%
Target, %	33%
Target year	2028

OTHER MANAGEMENT LEVELS	2024
Total number of members, #	46
Percentage of under-represented gender, %	35%
Target, %	40%
Target year	2025

23	Statement of income and comprehensive income
24	Balance sheet • Assets and liabilities
25	Cash flow statement
26	Statement of changes in equity
27	Notes • Basis of preparation of the consolidated financial statement
31	Notes • EBITDA, working capital and cash flows
37	Notes • Significant accounting estimates, assumptions and adjustments
39	Notes • Invested capital
47	Notes • Capital structure
50	Notes • Tax
53	Notes • Other notes to the consolidated financial statements



1 January - 31 December

Note **Income statement**

- 1 Revenue
Cost of sales

Gross profit

- Other external expenses
2 Staff costs
3 Other operating income
4 Other operating expenses

Profit before depreciation, amortisation and financial income and expenses

- 5 Depreciation, amortisation and impairment losses on intangible assets as well as property, plant and equipment

Operating profit

- 15 Financial income
16 Financial expenses

Financial income and expenses, net amounts**Profit before tax**

- 20 Tax on profit for the year

Profit for the year**Profit is attributable to:**

- Shareholders of the parent
Minority interests

	2024	2023
1 Revenue	5,361,911	4,828,458
Cost of sales	-2,419,692	-2,255,386
Gross profit	2,942,219	2,573,072
Other external expenses	-1,362,376	-1,014,003
2 Staff costs	-862,040	-884,102
3 Other operating income	107	2,197
4 Other operating expenses	-282	-2,570
Profit before depreciation, amortisation and financial income and expenses	717,628	674,594
5 Depreciation, amortisation and impairment losses on intangible assets as well as property, plant and equipment	-200,426	-168,602
Operating profit	517,202	505,992
15 Financial income	84,677	38,646
16 Financial expenses	-66,204	-57,852
Financial income and expenses, net amounts	18,473	-19,206
Profit before tax	535,675	486,786
20 Tax on profit for the year	-122,937	-115,462
Profit for the year	412,738	371,324
Profit is attributable to:		
Shareholders of the parent	394,192	349,063
Minority interests	18,546	22,261
	412,738	371,324

Note **Statement of comprehensive income****Profit of the year**

Items that may be reclassified to the income statement:

Exchange adjustments from translation of foreign entities
Fair value adjustments of hedging instruments:
Value adjustment for the year
Any value adjustments reclassified to the income statement
Tax on other comprehensive income

Other comprehensive income**Total comprehensive income****Profit is attributable to:**

Shareholders of the parent
Minority interests

Amounts in DKK thousands

at 31 December

Note Assets

Non-current assets

11	Intangible assets
12	Property, plant and equipment
13	Leased assets
	Other receivables
27	Receivables from group enterprises
21	Deferred tax assets

Non-current assets

Current assets

6	Inventories
7	Trade receivables
17	Other contract assets
	Corporation tax receivable
8	Other receivables
	Prepaid expenses
	Cash

Current assets

Total assets

2024	2023
207,549	201,051
180,974	178,044
468,694	559,008
22,590	25,043
980	980
8,930	4,545
889,717	968,671
1,212,225	1,047,806
299,081	505,321
23,187	22,368
25,518	8,747
168,498	87,187
25,202	21,528
386,983	216,029
2,140,694	1,908,986
3,030,411	2,877,657

Note Equity and liabilities

18 Equity

Share capital
Foreign currency translation reserves
Hedging reserves
Retained earnings
Proposed dividend

Equity of shareholders of the parent

Non-controlling interests

Equity

Liabilities

Non-current liabilities

21	Deferred tax liabilities
13	Lease liabilities

Non-current liabilities

Current liabilities

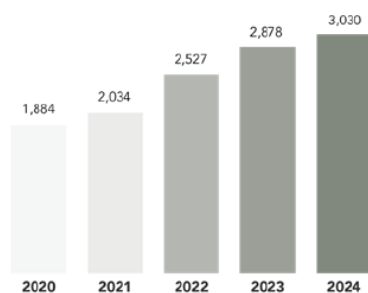
13	Lease liabilities
	Prepayments received from customers
17	Other contract liabilities
	Trade payables
	Corporation tax
	Payables to group enterprises
9	Other payables

Current liabilities

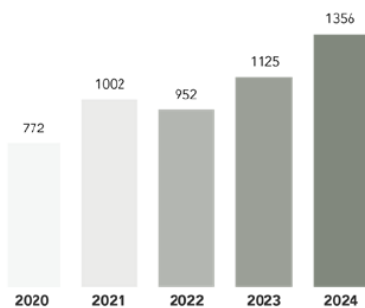
Liabilities

Total equity and liabilities

Total assets (DKK million)



Equity (DKK million)



Amounts in DKK thousands

1 January - 31 December

Note

- Profit before tax
22 Adjustments and non-cash transactions
10 Change in working capital

Cash flows from operating activities before financial income and expenses

- Interest income received
Interest expenses paid

Cash flows from operating activities before tax

- 20 Corporation tax reimbursed/paid

Cash flows from operating activities

- Acquisition of intangible assets
Acquisition of property, plant and equipment
Disposal of property, plant and equipment
Acquisition of financial assets
Sale of financial assets

Cash flow for investing activities

- Repayment of lease liabilities
Dividend paid to minority interests
Dividend paid to shareholders of the parent

Cash flows from financing activities**Cash flow for the year**

- Cash and cash equivalents, beginning of year

Cash and cash equivalents, end of year

- Cash and cash equivalents include:
Cash

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

	2024	2023
Profit before tax	535,675	486,786
Adjustments and non-cash transactions	207,405	179,066
Change in working capital	-32,777	-3,651
Cash flows from operating activities before financial income and expenses	710,303	662,201
Interest income received	46,395	34,993
Interest expenses paid	-58,303	-44,739
Cash flows from operating activities before tax	698,395	652,455
Corporation tax reimbursed/paid	-122,336	-213,344
Cash flows from operating activities	576,059	439,111
Acquisition of intangible assets	-9,500	-3,000
Acquisition of property, plant and equipment	-48,075	-93,022
Disposal of property, plant and equipment	2,832	3,248
Acquisition of financial assets	-1,845	-5,112
Sale of financial assets	4,354	769
Cash flow for investing activities	-52,234	-97,117
Repayment of lease liabilities	-148,595	-146,211
Dividend paid to minority interests	-4,276	-17,170
Dividend paid to shareholders of the parent	-200,000	-186,900
Cash flows from financing activities	-352,871	-350,281
Cash flow for the year	170,954	-8,287
Cash and cash equivalents, beginning of year	216,029	224,316
	216,029	224,316
Cash and cash equivalents, end of year	386,983	216,029
Cash and cash equivalents include:		
Cash	386,983	216,029
	386,983	216,029

Amounts in DKK thousands



	Share capital	Foreign currency translation reserves	Hedging reserves	Retained earnings	Proposed dividend	Equity of shareholders of the parent	Non-controlling interests	Total equity
Equity at 1 January 2024	60,000	-26,225	-3,354	820,005	200,000	1,050,426	74,472	1,124,898
Profit for the year	0	0	0	194,192	200,000	394,192	18,546	412,738
Exchange adjustments from translation of foreign entities	0	-5,237	0	85	0	-5,152	-640	-5,792
Fair value adjustments of hedging instruments:								
Value adjustment for the year	0	0	-242,731	0	0	-242,731	-32,289	-275,020
Value adjustments reclassified to the income statement	0	0	278,191	0	0	278,191	34,735	312,926
Tax on other comprehensive income	0	0	-7,801	0	0	-7,801	-538	-8,339
Other comprehensive income	0	-5,237	27,659	85	0	22,507	1,268	23,775
Comprehensive income for 2024	0	-5,237	27,659	194,277	200,000	416,699	19,814	436,513
Adjustment, beginning of year	0	0	0	-1,733	0	-1,733	-580	-2,313
Acquisition and sale of minority interests	0	0	0	0	0	0	829	829
Dividend	0	0	0	0	-200,000	-200,000	-4,276	-204,276
Changes in equity for 2024	0	0	0	-1,733	-200,000	-201,733	-4,027	-205,760
Equity at 31 December 2024	60,000	-31,462	24,305	1,012,549	200,000	1,265,392	90,259	1,355,651
Equity at 1 January 2023	60,000	-23,144	-11,597	670,933	186,900	883,092	68,601	951,693
Profit for the year	0	0	0	149,063	200,000	349,063	22,261	371,324
Exchange adjustments from translation of foreign entities	0	-3,081	0	88	0	-2,993	-390	-3,383
Fair value adjustments of hedging instruments:								
Value adjustment for the year	0	0	-104,174	0	0	-104,174	-14,091	-118,265
Value adjustments reclassified to the income statement	0	0	114,742	0	0	114,742	15,591	130,333
Tax on other comprehensive income	0	0	-2,325	0	0	-2,325	-330	-2,655
Other comprehensive income	0	-3,081	8,243	88	0	5,250	780	6,030
Comprehensive income for 2023	0	-3,081	8,243	149,151	200,000	354,313	23,041	377,354
Adjustment, beginning of year	0	0	0	-79	0	-79	0	-79
Dividend	0	0	0	0	-186,900	-186,900	-17,170	-204,070
Changes in equity for 2023	0	0	0	-79	-186,900	-186,979	-17,170	-204,149
Equity at 31 December 2023	60,000	-26,225	-3,354	820,005	200,000	1,050,426	74,472	1,124,898

Amounts in DKK thousands

The Consolidated Financial Statements of DK Company A/S for 2024 are prepared in accordance with IFRS Accounting Standards as adopted by the EU and Danish disclosure requirements for annual reports prepared in accordance with the provisions applying to reporting class C (large enterprises), of the Danish Executive Order on Adoption of IFRS issued pursuant to the Danish Financial Statements Act. DK Company A/S is a public limited company domiciled in Denmark.

The Parent Company Financial Statements have been prepared in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class C (large enterprises).

With regards to the true and fair view of the Financial Statements, certain reclassifications have been made in the income statement and notes. Comparative figures have been adjusted accordingly.

The Consolidated Financial Statements are presented in Danish kroner (DKK), which is the presentation currency for the Group's activities and the functional currency of the parent.

ixBRL reporting

The annual report for 2024 is presented in accordance with the applicable requirements of the European Single Electronic Format (ESEF). In addition to the annual report's primary statements, the notes are also tagged in 2023. The iXBRL tagging was performed in accordance with the ESEF taxonomy included

in the ESEF Regulation and developed on the basis of the IFRS taxonomy issued by IFRS. Where financial statement items in the annual report are not defined in the ESEF taxonomy, an extension has been made to the taxonomy. Apart from extensions related to subtotals, extensions to the taxonomy are linked to elements of the ESEF taxonomy. The annual report filed with the Danish authorities consists of a special technical zip file containing an XHTML document.

Roundings and presentation in the preparation of the annual report DK Company uses minimum amounts of DKK 1,000 in the measurement of underlying data. As the annual report is generally presented in thousands of Danish kroner, all amounts provided have been rounded, for which reason some additions may not add up.

CONSOLIDATED FINANCIAL STATEMENTS

The Consolidated Financial Statements comprise DK Company A/S (parent) and the companies (subsidiaries) over which the parent has control.

The parent is considered to have control of an entity if the Group is exposed, or has a right, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. When assessing whether the Group has control, de facto control and any potential voting rights of substance actually existing at the balance sheet date are taken into account.

Entities in respect of which the Group exercises significant influence, but not control, over operational and financial policies are classified as associates. Significant influence exists where the Group directly or indirectly holds or controls more than 20% of the voting rights but less than 50%. The Group chart is shown at the end of the annual report, to which reference is made.

CONSOLIDATION PRINCIPLES

The Consolidated Financial Statements are prepared on the basis of financial statements of DK Company A/S and its subsidiaries. The Consolidated Financial Statements are prepared by combining items of a uniform nature. The financial statements used for consolidation are prepared in accordance with the Group's accounting policies.

Upon consolidation, elimination is made of intercompany income and expenses, intercompany balances and dividends as well as of realised and unrealised profits and losses on transactions between the consolidated enterprises.

The subsidiaries' items are fully consolidated in the Consolidated Financial Statements. Minority interests' share of profit/loss for the year and of equity in subsidiaries that are not fully owned is included as part of the consolidated profit and equity, respectively, but is presented separately.

MINORITY INTERESTS

Minority interests are the share of the fair value of their proportionate share of the fair value of the acquired net assets, liabilities and equity.

In the first case, goodwill is allocated to minority interests' ownership. In the latter case no goodwill is allocated to minority interests' ownership. The method is determined by the nature of the acquisition and disclosed in the notes to the description of acquisitions.

Minority interests are the share of the subsidiary's equity for their proportionate share of the subsidiary's equity. Costs are allocated to the minority interest based on the minority interest's share of the result.

The acquisition or sale of a subsidiary which does not result in a change of control is treated as a transaction in the Consolidated Financial Statements and the difference between the carrying amount and the minority interest's share of equity.

BUSINESS COMBINATIONS

Newly acquired or newly established entities are recognised in the Consolidated Financial Statements from the date of acquisition or establishment, respectively. If the acquisition is the time when the entity acquired is

Notes • Basis of preparation of the consolidated financial statements

figures are not restated for newly acquired entities. Entities sold or wound up are recognised in the consolidated comprehensive income statement up to the date of disposal or date of winding-up, respectively. The date of disposal is the time when actual control of the entity acquired is taken over by a third party. Discontinued operations and assets held for sale are presented separately.

Acquisitions of new entities of which the Group obtains control are accounted for using the purchase method under which the identified assets, liabilities and contingent liabilities of the newly acquired entities are measured at fair value at the time of acquisition. Identifiable intangible assets are recognised if they can be separated from or arise from a contractual right. However, non-current assets acquired for resale purposes are measured at fair value less expected selling expenses. Restructuring costs are recognised in the pre-acquisition balance sheet only if they constitute an obligation for the acquired entity. Deferred tax is recognised on the revaluations.

Positive differences (goodwill) between, on the one hand, the purchase consideration, the value of minority interests in the acquired entity and the fair value of any previously acquired equity investments and, on the other hand, the fair value of the assets, liabilities and contingent liabilities acquired are recognised as goodwill under intangible assets. Goodwill is not amortised but is tested for impairment at least once a year. The first

impairment test is carried out before the end of the year of acquisition.

On acquisition, goodwill is allocated to the cash-generating units which subsequently provide the basis for the impairment test. Goodwill and fair value adjustments related to the acquisition of a foreign entity with a different functional currency than the Group's presentation currency are treated as assets and liabilities of the foreign entity and, on initial recognition, translated into the functional currency of the foreign entity at the exchange rate of the date of transaction.

Negative differences (negative goodwill) are recognised in the profit for the year at the time of acquisition.

The purchase consideration for an entity consists of the fair value of the agreed consideration in the form of assets transferred, liabilities assumed and equity instruments issued. If the final determination of the consideration is subject to one or more future events or to the fulfilment of conditions agreed, these will be recognised at fair value at the time of acquisition. Subsequently, contingent purchase consideration, which is not an equity instrument, is measured at fair value through the income statement.

If, at the time of the acquisition, there is uncertainty as to the identification or measurement of acquired assets, liabilities or contingent liabilities or the determination of the purchase consideration, initial recog-

nition is made on the basis of provisionally determined values. If it subsequently turns out that the identification or measurement of the purchase consideration, acquired assets, liabilities or contingent liabilities was not correct on initial recognition, the statement is adjusted retrospectively, including goodwill, for 12 months after the acquisition, and any comparative figures are restated. After that, goodwill is not adjusted. Changes in estimates of contingent purchase consideration are recognised in profit for the year.

TRANSLATION POLICIES

A functional currency is determined for each of the Group's reporting entities. The functional currency is the currency used in the primary economic environment in which the individual reporting entity operates. Transactions in currencies other than the functional currency are transactions in foreign currencies.

On initial recognition, transactions in foreign currencies are translated to the functional currency at the exchange rates at the dates of transaction. Trade receivables, payables and other monetary items denominated in foreign currency which have not been settled at the balance sheet date are translated to the functional currency at the closing rate. Property, plant and equipment, intangible assets, inventories and other non-monetary assets purchased in foreign currencies and measured on the basis of historical cost are translated to the functional currency at the exchange rate of the date of transaction. Exchange rate differences arising between

the transaction date and the balance sheet date are recognised in the profit or loss, net of exchange differences on foreign currency assets and trade payables. Exchange differences on foreign currency liabilities are recognised in the profit or loss, net of exchange differences on foreign currency assets and trade payables.

On recognition in the consolidated financial statements of entities whose functional currency is other than the Group's presentation currency, the assets and liabilities are converted using average exchange rates for the months, unless the exchange rates fluctuate significantly. In case of transactions, the actual exchange rates are used. In case of exchange rates will be used. Items are translated at the balance sheet date.

Exchange differences on the opening balance sheet items of foreign currency assets and liabilities and exchange differences on the closing balance sheet items of foreign currency assets and liabilities are recognised in the profit or loss, net of exchange differences on foreign currency assets and liabilities. Exchange differences on the opening balance sheet items of foreign currency assets and liabilities are recognised in the profit or loss, net of exchange differences on foreign currency assets and liabilities. Exchange differences on the closing balance sheet items of foreign currency assets and liabilities are recognised in the profit or loss, net of exchange differences on foreign currency assets and liabilities.

Notes • Basis of preparation of the consolidated financial statements

The reserve for foreign currency translation adjustments includes all exchange adjustments resulting from the translation of financial statements of entities using a functional currency other than DKK. With respect to full or partial disposal of wholly-owned foreign entities, for which control is ceded, exchange adjustments which are recognised on an accumulated basis in other comprehensive income and which are attributable to the entity will be reclassified from other comprehensive income to profit/loss for the year with any gains or losses generated on the disposal. In respect of disposal of partially owned foreign subsidiaries for which control is ceded, the part of the foreign currency translation reserve relating to minority interests is not transferred to the income statement. In case of a partial disposal of foreign subsidiaries for which control is not ceded, a proportion of the foreign currency translation reserve is transferred from the parent company shareholders to the minority shareholders' share of equity.

DERIVATIVE FINANCIAL INSTRUMENTS

Derivative financial instruments are recognised in the balance sheet as from the trade date and are measured at fair value at the date of settlement. Subsequently, derivative financial instruments are measured at fair value at the balance sheet date. Positive and negative fair values of derivative financial instruments are included in other receivables and other debt, respectively.

Cash flow hedge

The share of fair value adjustments of derivative financial instruments classified as and meeting the requirements for hedges of expected future cash flows and which ensure efficient changes to future cash flows are recognised in other comprehensive income in equity under a separate hedging reserve until the hedged cash flows affect results. At this time, gains and losses relating to such hedging transactions from other comprehensive income are reclassified and recognised in the same item as the hedged transactions.

If the hedging instrument no longer meets the hedge accounting criteria, the hedging relationship will be discontinued. The accumulated value change recognised in other comprehensive income is reclassified to the income statement when the hedged cash flows affect the results or are no longer probable.

The share of the value adjustment of a derivative financial instrument which is not part of a hedging relationship is presented under financial income and expenses.

OTHER DERIVATIVE FINANCIAL INSTRUMENTS

Other derivative financial instruments that do not meet the criteria for treatment as hedging instruments are considered trading portfolios and measured at fair value with current recognition of fair value adjustments in financial income and expenses in the income statement.

Dividends

Dividend is recognised as a liability when a resolution approving the dividend has been adopted by the Annual General Meeting of shareholders (the time of declaration).



Notes • Basis of preparation of the consolidated financial statement

DEFINITION OF FINANCIAL RATIOS

The financial ratios stated in the Annual Report have been calculated as follows:

Revenue growth (%)	=	$\frac{\text{Revenue for the year} - \text{last year's revenue}}{\text{Last year's revenue}} \times 100$
Gross margin (%)	=	$\frac{\text{Gross profit/loss}}{\text{Revenue}} \times 100$
Profit margin (%)	=	$\frac{\text{Operating profit/loss}}{\text{Revenue}} \times 100$
Solvency ratio (%)	=	$\frac{\text{Equity excluding non-controlling interests end of year}}{\text{Total assets at year end}} \times 100$
Return on equity (%)	=	$\frac{\text{Profit/loss attributable to shareholders of the parent}}{\text{Average equity, excluding non-controlling interests}} \times 100$
Net interest-bearing cash / debt position	=	Current and non-current payables to credit institutions and lease commitments less cash
Gearing (%)	=	$\frac{\text{Net interest-bearing cash / debt position}}{\text{Profit/Loss before depreciation/amortisation and financial income and expenses}}$
Borrowing base (%)	=	$\frac{\text{Net interest-bearing cash / debt position}}{\text{Inventories + trade receivables + trade payable}}$
Dividend per share	=	$\frac{\text{Parent's dividend yield} \times \text{nominal value of share}}{100}$

The financial highlights have been calculated in accordance with the recommendations issued by the Danish Society of Financial Analysts.

This section of the annual report contains notes relating to the Group's primary operations, including a breakdown by operating segments.

The following notes are presented in this section:

- 1. Revenue
- 2. Staff costs
- 3. Other operating income
- 4. Other operation expenses
- 5. Depreciation, amortisation and impairment losses
- 6. Inventories
- 7. Trade receivables
- 8. Other receivables
- 9. Other payables
- 10. Changes in working capital

INCOME STATEMENT

Revenue

The Group's revenue stems from the sale of goods for resale in the textile industry. Revenue is recognised when control of the individually identifiable performance obligation set out in the sales agreement passes to the customer, which according to the terms of sale occurs at the time of delivery.

The Group's sales agreements are divided into individually identifiable performance obligations, which are recognised and measured separately at the fair value of the agreed consideration. Although sales agreements for the sale of goods for resale often set out multiple performance obligations, such obligations are treated as a

single performance obligation owing to their concurrent delivery. If a sales agreement contains multiple performance obligations, the total sales value of the sales agreement is allocated proportionally to its individual performance obligations.

Recognised revenue is measured at the fair value of the consideration agreed, exclusive of VAT, charges, etc. collected on behalf of third parties. All types of discounts granted are recognised in revenue. Exchange differences in receivables from the sale of goods and services in foreign currencies are recognised in revenue. Fair value corresponds to the price agreed discounted to net present value, where the terms of payment exceed 12 months.

The part of total consideration that is variable, for example in the form of discounts, bonus payments, etc., is only recognised in revenue when it is reasonably certain that there will be no reversal thereof in subsequent periods. This also applies to the goods that are expected to be returned by fulfilling the Group's return obligations based on historical experience on actual return percentages and product mix. Customers are typically entitled to return online purchases within two weeks, but when returning Christmas presents purchased between 1 November and 23 December, they have 14-90 days.

The terms of payment in the Group's sales agreements with customers depend in part on the underlying performance obligation and in part on the underlying customer

relationship. The Group's payment terms are typically net 30 days, but up to 90 days for large customers.

The Group does not typically enter into sales agreements under which the credit period exceeds 12 months. As a result, the Group does not adjust the contract price with a financing element.

Recognition of revenue is not associated with significant estimates and judgements.

Cost of sales

Cost of sales include direct expenses incurred to generate revenue for the year. Cost of sales is recognised in line with revenue. Change in inventories for the year is included in the cost of sales. Exchange differences relating to trade payables in foreign currencies are recognised in cost of sales.

Other external expenses

Other external expenses include other expenses incurred in the year for procurement, sales, including commission to external sales agents, distribution and advertising, administration, costs for the retention of patent rights and bad debts, etc. Lease payments made under operating leases are recognised in other external expenses on a straight-line basis over the lease term. Development costs which do not qualify for recognition in the balance sheet are recognised in other external expenses.

Staff costs

Staff costs include salaries, social security contributions and other social security contributions for the Group's employees, including the Board and Board of Directors.

Income in the form of compensation received from public authorities

Compensation received from public authorities is recognised and measured at the fair value of external expenses and other operating income, once the Group has received the compensation from the competent authorities. It is likely that the Group will receive compensation attached to the sales agreements, which is highly likely that the Group will have to be repaid.

Other operating income

Other operating income includes other operating income and expenses, including gains and losses from the replacement of intangible assets, property, plant and equipment, from the disposal of property, plant and equipment, as the difference between selling costs and the time of disposal.

Depreciation, amortisation and losses on intangible property, plant and equipment

Depreciation, amortisation and losses on property, plant and intangible assets include

Cash flows in other currencies are revalued at the functional currency are revalued at the functional currency flow statement by using the closing exchange rates for the months, and the difference is recognized in the income statement. Materially from the actual exchange rate at the time of the transaction, the difference is recognized in the income statement at the actual exchange rate.

Notes • EBITDA, working capital and cash flows

NOTE 1 – SEGMENT REPORTING

Reporting segments	2024	2023	Growth 2024	Growth 2023	Share 2024	Share 2023
Business to business	2,822,658	2,535,855	11.3%	-2.2%	52.6%	52.5%
Business to customer	2,539,253	2,292,603	10.8%	11.7%	47.4%	47.5%
	5,361,911	4,828,458	11.0%	3.9%	100.0%	100.0%

Based on management control and financial management, DK Company Group. has identified 2 reporting segments, which are Business to Business and Business to Customer. Management primarily evaluates reporting segments based on turnover performance. All inter-segment transactions were made on an arm's length basis.

1. REVENUE

In terms of geography, consolidated revenue may essentially be broken down as follows:

Revenue	2024	2023	Growth 2024	Growth 2023	Share 2024	Share 2023
Denmark	969,336	719,687	34.7%	14.4%	18.2%	15.0%
Norway	586,873	667,622	-12.1%	-10.2%	10.9%	13.8%
Germany	1,300,027	1,018,791	27.6%	2.1%	24.2%	21.1%
Sweden	559,054	557,070	0.4%	2.2%	10.4%	11.5%
Benelux	593,790	599,899	-1.0%	38.1%	11.1%	12.4%
The UK	263,520	223,254	18.0%	-0.9%	4.9%	4.6%
Canada	220,410	243,942	-9.6%	1.4%	4.1%	5.1%
France	197,408	208,749	-5.4%	19.7%	3.7%	4.3%
Other markets in Europe	574,108	525,007	9.4%	-15.3%	10.7%	10.9%
Other markets outside Europe	97,385	64,437	51.1%	77.3%	1.8%	1.3%
	5,361,911	4,828,458	11.0%	3.9%	100.0%	100.0%

The Group is engaged in the sale of clothing within a number of brands, all of which are categorised as 'Fashion Clothing'.

Thus, the Group has no products or services that differ significantly from each other, and therefore no separate information is provided about individual products or services.

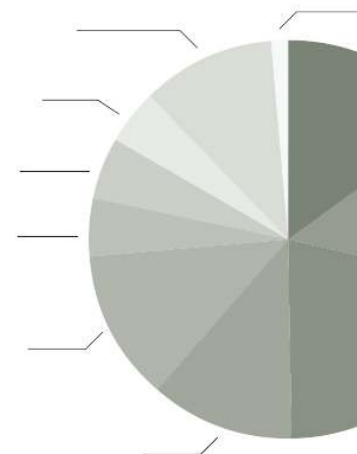
The entire Group revenue relates to the sale of goods and is recognised at a specific time.

Primary customers

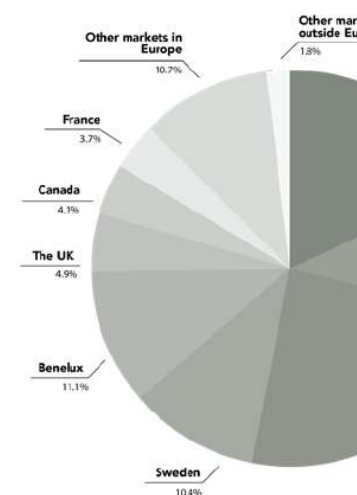
No single customer accounts for more than 10% of the consolidated revenue.

Amounts in DKK thousands

2023



2024



Notes • EBITDA, working capital and cash flows

2. STAFF COSTS

Wages and salaries
Defined contribution plans
Other social security expenses

Average number of employees

Remuneration to the Board of Directors and Executive Board:

2024

Wages and salaries
Defined contribution plans

2023

Wages and salaries
Defined contribution plans

The above amounts include the value of employee benefits.

3. OTHER OPERATING INCOME

Gain on disposal of intangible assets and property, plant and equipment

4. OTHER OPERATING EXPENSES

Loss on disposal of intangible assets and property, plant and equipment

Amounts in DKK thousands

2024	2023
763,911	714,611
61,680	57,388
36,449	34,157
862,040	806,156
1,690	1,654

5. DEPRECIATION, AMORTISATION AND IMPAIRMENT LOSSES ON INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

Trademarks rights
Orderbook
Buildings
Leasehold improvements
Other fixtures and fittings, tools and equipment
Leased assets

Total depreciation and amortisation

Board of Directors	Executive Board	Total
700	6,808	7,508
0	560	560
700	7,368	8,068

Board of Directors	Executive Board	Total
675	6,180	6,855
0	513	513
675	6,693	7,368

Average number of employees



Notes • EBITDA, working capital and cash flows

6. INVENTORIES

Finished goods and goods for resale
Goods in transit

2024	2023
868,194	791,205
344,031	256,601
1,212,225	1,047,806
2024	2023
110,669	108,495
-694	-594
70,744	50,541
-31,880	-47,773
148,839	110,669

Movements for the year in inventory write-downs:

Inventory write-down at 1 January
Foreign currency translation adjustments
Additions for the year
Disposals for the year

Inventory write-down at 31 December

7. TRADE RECEIVABLES

2024	Due between				Total
	Not due	1-60 days	61-120 days	> 120 days	
Trade receivables	163,598	120,000	20,797	55,074	359,469
Impairment losses on trade receivables	-1,085	-2,774	-4,362	-52,167	-60,388
Trade receivables, net	162,513	117,226	16,435	2,907	299,081
Proportion of total receivables expected to be settled					83.2%
Impairment rate	0.7%	2.3%	21.0%	94.7%	16.8%
2023	Due between				Total
	Not due	1-60 days	61-120 days	> 120 days	
Trade receivables	155,561	327,940	17,978	54,455	555,934
Impairment losses on trade receivables	-1,281	-2,029	-4,888	-42,415	-50,613
Trade receivables, net	154,280	325,911	13,090	12,040	505,321
Proportion of total receivables expected to be settled					90.9%
Impairment rate	0.8%	0.6%	27.2%	77.9%	9.1%

Receivables do not carry interest until normally 30-60 days after the date of invoicing. Interest is subsequently added to the outstanding amount.

The Group has recognised interest on unpaid trade receivables of DKK 2.7 million (DKK 2.8 million) for the year.

Amounts in DKK thousands

7. TRADE RECEIVABLES, CONTINUED

Impairment losses on trade receivables

Provision for bad debt under IFRS 9 at 1 January
Foreign currency translation adjustments
Adjustments for the year recognised in the income statement.

Impairment losses at 31 December

Calculation of impairment loss is based on the simplified expected credit loss model under IFRS 9. Impairment is recognised immediately in profit/loss at the time of recognition in the balance sheet based on the expected credit loss over the useful life of the receivable. Impairment under IFRS 9 is continuously monitored and adjusted for changes in risk management until realisation and is calculated on the basis of the expected loss rate based on historical data adjusted for estimates of the impact of expected changes in relevant parameters.

The carrying amount of the receivables is essentially equivalent to their fair values.

The geographical distribution of trade receivables (net) is as follows:

Denmark
Norway
Germany
Sweden
Benelux
The UK
Canada
France
Other markets in Europe
Other markets outside Europe

Notes • EBITDA, working capital and cash flows

8. OTHER RECEIVABLES

Receivables related to VAT, customs duties and tax on salaries
 Receivable related to cash collateral
 Derivative financial instruments
 Receivable from factoring
 Other receivables

2024	2023
15,137	4,859
988	1,006
56,454	0
39,521	31,848
56,398	49,474
168,498	87,187

It is Management's assessment that the carrying amount of receivables in all materiality corresponds to the fair value.

9. OTHER PAYABLES

VAT, customs duties and with holding tax on salaries
 Salaries and wages, social security expenses and payable holiday pay
 Derivative financial instruments
 Other payables

2024	2023
99,315	103,489
70,119	67,467
0	14,967
111,647	115,394
281,081	301,317
Expected maturity:	
0-1 year	281,081
1-5 years	0
281,081	301,317

10. CHANGES IN WORKING CAPITAL

Changes in inventories
 Changes in receivables
 Changes in trade payables
 Changes in other payables

2024	2023
-164,420	100,659
156,340	-147,893
142,295	-41,156
-166,992	84,739
-32,777	-3,651

Amounts in DKK thousands

Recognition and measurement of assets and liabilities are often affected by events subject to some degree of uncertainty. In this context, it is necessary to consider the nature of events, etc. that require a reassessment of what the outcome of events will be. In particular, the Group's assessment of uncertainties and risks is significant in the Consolidated Financial Statements for 2023 as they have a material impact on the assets and liabilities. The Group's Financial Statements include disclosures about judgments in subsequent periods and courses of events assumed in the estimates expected. No major changes are expected to the Group's assessments.

Notes • Significant accounting estimates, assumptions and adjustments

Goodwill

In connection with the annual impairment test of goodwill, or when there is an indication of impairment, estimates are made of whether the parts of the enterprise (cash-generating units) to which goodwill relates will be able to generate sufficient positive net cash flows in the future to support the value of goodwill and other net assets in that part of the enterprise.

Given the nature of the business, expected cash flows have to be estimated for many years into the future, which naturally leads to some uncertainty. The uncertainty is reflected in the selected discount rate. The value has not been subject to impairment in relation to the acquisition cost for the financial year. Reference is made to note 11.

Trademark rights

In connection with the annual impairment test of trademark rights, or when there is an indication of impairment, estimates are made of whether the parts of the enterprise (cash-generating units) to which the trademarks relate will be able to generate sufficient positive net cash flows in the future to support the value of the trademark rights and other net assets in that part of the enterprise.

Given the nature of the business, expected cash flows have to be estimated for many years into the future, which naturally leads to some uncertainty.

The uncertainty is reflected in the selected discount rate. Due to impairment in 2023 of the trademark Bon' A Parte the value of the trademark of DKK 8 million has been impaired and written down to DKK 8. The value of the other trademark rights has not been subject to impairment for the financial year. Reference is made to note 11.

Inventories

Measurement of the Group's inventories is significantly influenced by estimates regarding the need for writedown to a lower net realisable value and the assumptions used to calculate it. Measurement of inventories is based on an individual assessment of seasonality and age and the risk of realisation assessed for the individual product groups.

Receivables

Measurement of the Group's trade receivables is associated with accounting estimates of indications of impairment. The indication of impairment is based on the simplified expected credit loss model under which the total loss is recognised immediately in the income statement at the time of recognition in the balance sheet. The impairment in particular implies an estimate of the expected loss rate calculated on the basis of historical data adjusted for estimates of the impact of expected changes in relevant parameters.



This section of the annual report contains notes relating to the Group's invested capital

The following notes are presented in this section:

- 11. Intangible assets
- 12. Property, plant and equipment
- 13. Lease assets
- 14. Investments in subsidiaries, associates and joint arrangements

BALANCE SHEET

Goodwill

Goodwill is initially recognised and measured as the difference between, on the one hand, the cost of the acquired entity, the value of minority interests in the acquired entity and the fair value of any previously acquired equity investments and, on the other hand, the fair value of the assets, liabilities and contingent liabilities acquired, see the description in the consolidated financial statements section.

When recognised, goodwill is allocated to the activities of the Group that generate independent income (cash-generating units). The definition of cash-generating units follows the management structure and the internal financial management policy and Group reporting.

Subsequently, goodwill is measured at cost less accumulated impairment losses. Goodwill is not amortised but is tested for impairment at least once a year, see below.

Other intangible assets

Other intangible assets with indefinite useful lives are initially recognised and measured as the difference between, on the one hand, the cost of the acquired entity, the value of minority interests in the acquired entity and the fair value of any previously acquired equity investments and, on the other hand, the fair value of the assets, liabilities and contingent liabilities acquired, see the description in the consolidated financial statements section.

When recognised, the amount related to trademark rights is allocated to the activities of the Group that generate independent income (cash-generating units). The definition of cash-generating units follows the management structure and the internal financial management policy and Group reporting. Subsequently, trademark rights are measured at cost less accumulated impairment losses. Trademark rights are not amortised but tested for impairment at least once a year, see below.

Development projects relating to products and processes that are clearly defined and identifiable are recognised as intangible assets if it is likely that the product or process will generate future economic benefits to the Group, and the development costs of each asset can be measured reliably. Other development costs are recognised in the income statement as incurred. The Group has no development projects that meet the criteria for recognition of intangible assets in the balance sheet.

Software that is not an integral part of the associated hardware is considered intangible assets, while other software without which the computer cannot operate is included as property, plant and equipment. Software under intangible assets is measured at cost less accumulated amortisation and impairment losses. Software under intangible assets is amortised on a straight-line basis over its expected useful life, which is up to three years.

Property, plant and equipment

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

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

Subsequent costs for, e.g., the replacement of a component of a tangible asset are recognised in the carrying amount of the asset concerned when it is probable that the costs incurred will lead to future economic benefits for the Group. The replaced components are no longer recognised in the balance sheet, and the carrying amount is transferred to the income statement.

All other costs of ordinary repair and maintenance are recognised in the income statement as incurred.

Where parts of an item of property, plant and equipment have different useful lives, they are depreciated as separate items of property,

plant and equipment related using the straight-line method over their estimated useful lives.

- Buildings
- Leasehold improvements
- Plant and machinery
- Other fixtures and fittings
- Tools and equipment

Land is not depreciated.

The basis of depreciation is the cost of the asset less the residual value, which is the expected to be obtained from the disposal of the asset today after deducting the carrying amount expected after its useful life. The depreciation method, useful life and residual value are determined at the date of acquisition and assessed annually. If there is a change in the carrying amount or the expected useful life, the depreciation method is discontinued.

If the period of depreciation changes, the effect of the change is recognised prospectively in the accounting estimate.

Property, plant and equipment are carried down to the lower of their carrying amount or their recoverable amount, see below.

An impairment loss is not reversed. Impairment is reversed to the extent of the original assumptions and estimates that determined the impairment losses. Impairment is reversed to the extent of the original amount of the asset or liability, or the carrying amount that the asset or liability had after depreciation/amortization, if it has not been impaired.

Amounts in DKK thousands

Notes • Invested capital

11. INTANGIBLE ASSETS, CONTINUED

Trademark rights:

Trademark rights relating to acquisitions are, at the time of the acquisition, allocated to the cash-generating units which are expected to achieve economic benefits from the acquisition. Trademark rights are considered to have an indefinite useful life as the collections prepared for the individual brands are being developed continuously taking into account the unique DNA of the brands to which the trademark rights relate. Thus, no multi-year amortisation is provided on those trademarks, but solely impairment to the extent that the calculated recoverable value does not at least match the carrying amount.

The carrying amount of the trademark rights is thus allocated to the following cash-generating units:

	Carrying amount	
	2024	2023
Blend He	23,000	23,000
ICHI	5,000	5,000
Fransa	23,000	23,000
b.young	23,000	23,000
InWear	10,000	10,000
Matinique	8,000	8,000
Part Two	7,500	7,500
Soaked in Luxury	4,500	4,500
Bon'A Parte	7,630	7,630
Culture	8,400	8,400
Pulz	9,000	9,000
Saint Tropez	3,500	3,500
Solid	1,759	1,759
Ball	1,500	1,500
Wood Wood	3,250	0
Carrying amount of trademark rights	139,039	135,789

The recoverable amounts of each cash-generating unit to which the trademark rights are allocated are determined on the basis of the calculation of the units' value in use, i.e. discounting of expected future cash flows that are compared with the carrying amounts. Future cash flows are based on the Company's business plans, budgets/forecasts for the financial years 2025-2028 (2023: 2024-2027). The main parameters when calculating the value in use are revenue, estimated royalty rate and the discount rate. Overall, due to continued focus and positioning, a positive development of the activity in the coming years is expected. In addition, a positive development in costs is expected in line with the expansion of and compliance with 'The Blooming Concept', which has a positive effect on the royalty rate applied. In calculating the value in use, a growth factor has been used during the terminal period of 2.0% at 31 December 2024 and 2.0% at 31 December 2023 and a discount rate after tax of 9.6% at 31 December 2024 and 9.4% at 31 December 2023.

Impairment of the trademark rights of Bon 'A Parte results in a impairment loss of 0.1 million in 2023 due to expected lower activities in compared to previous years.

Besides this, the impairment test did not give rise to any indications of impairment for neither 2024 nor 2023.

Amounts in DKK thousands

12. PROPERTY, PLANT AND EQUIPMENT

Cost at 1 January 2024
Foreign currency translation adjustments
Additions at cost
Disposals at cost
Transfer between categories

Cost at 31 December 2024

Depreciation and impairment losses at 1 January 2024
Foreign currency translation adjustments
Depreciation for the year
Reversal of assets sold
Transfer between categories

Depreciation and impairment losses at 31 December 2024

Carrying amount at 31 December 2024

Cost at 1 January 2023
Foreign currency translation adjustments
Additions at cost
Disposals at cost
Transfer between categories

Cost at 31 December 2023

Depreciation and impairment losses at 1 January 2023
Foreign currency translation adjustments
Depreciation for the year
Reversal of assets sold
Transfer between categories

Depreciation and impairment losses at 31 December 2023

Carrying amount at 31 December 2023

Notes • Invested capital

13. LEASES

LEASED ASSETS

Carrying amount at 1 January 2024
Foreign currency translation adjustments
Additions
Depreciation for the year
Disposals

Carrying amount at 31 December 2024

Carrying amount at 1 January 2023
Foreign currency translation adjustments
Additions
Depreciation for the year
Disposals

Carrying amount at 31 December 2023

Properties	Operating equipment, etc.	Total
406,502	152,507	559,009
-3,602	-190	-3,792
67,155	14,945	82,100
-125,588	-30,672	-156,260
-11,701	-662	-12,363
332,766	135,928	468,694
301,804	23,722	325,526
-4,820	-286	-5,106
260,074	148,175	408,249
-118,982	-18,059	-137,041
-31,575	-1,045	-32,620
406,501	152,507	559,008

LEASE LIABILITIES

Expected maturity:

0-1 years
1-5 years
Over 5 years

Total non-discounted lease liability

Lease liability recognised in the balance sheet

Short-term
Long-term

AMOUNT RECOGNISED IN THE INCOME STATEMENT

Interest expenses relating to lease liabilities

Lease payments not recognised as part of the lease liability

For 2024, the Group has paid DKK 163.9 million in relation to leases, of which interest paid is DKK 15.3 million, and repayments of recognised lease liabilities of DKK 148.6 million.

For 2023, the Group has paid DKK 154.5 million in relation to leases, of which interest paid is DKK 8.3 million, and repayments of recognised lease liabilities of DKK 146.2 million.

Amounts in DKK thousands

Notes • Invested capital

14. INVESTMENTS IN OTHER ENTITIES

Statement of Comprehensive Income, etc. 2024

	Revenue	Profit for the year	Total comprehensive income	Minority interests' share of profit for the year	Dividend paid to minority interests'
Østfold Mote AS (DK Company Vejle Group), (Norway, 50% ownership, minority interest)	43,240	2,883	2,883	1,442	1,989
DSM CPH 1 ApS (DK Company Retail Group), (Denmark, 19.5% ownership, minority interest)	57,737	3,209	3,209	626	488
DK Company Vejle A/S, (Denmark, 13.1% ownership, minority interest)	1,216,997	103,780	118,347	12,494	0
Meinemarkenmode GmbH (DK Company Vejle Group), (Germany, 24.9% ownership, minority interest)	671,417	11,005	11,005	2,740	0
Other subsidiaries that are individually immaterial				1,244	1,799
				18,546	4,276

Balance Sheet 2024

	Non-current assets	Current assets	Non-current liabilities	Current liabilities	Carrying amount of minority interests
Østfold Mote AS (DK Company Vejle Group), (Norway, 50% ownership, minority interest)	1,287	9,653	0	7,509	1,716
DSM CPH 1 ApS (DK Company Retail Group), (Denmark, 19.5% ownership, minority interest)	4,757	12,454	20	6,786	2,029
DK Company Vejle A/S, (Denmark, 13.1% ownership, minority interest)	360,307	497,458	33,572	401,195	55,413
Meinemarkenmode GmbH (DK Company Vejle Group), (Germany, 24.9% ownership, minority interest)	415	353,926	0	237,903	28,993
Other subsidiaries that are individually immaterial					2,108
					90,259

Amounts in DKK thousands

Notes • Invested capital

14. INVESTMENTS IN OTHER ENTITIES, CONTINUED

Statement of Comprehensive Income, etc. 2023

	Revenue	Profit for the year	Total comprehensive income	Minority interests' share of profit for the year	Dividend paid to minority interests'
Østfold Mote AS (DK Company Vejle Group), (Norway, 50% ownership, minority interest)	45,348	3,799	3,799	1,899	1,724
DSM CPH 1 ApS (DK Company Retail Group), (Denmark, 19.5% ownership, minority interest)	51,650	2,280	2,280	445	722
DK Company Vejle A/S, (Denmark, 13.1% ownership, minority interest)	1,201,080	102,573	111,507	12,903	13,100
Meinemarkenmode GmbH (DK Company Vejle Group), (Germany, 24.9% ownership, minority interest)	577,622	22,636	22,636	5,636	0
Other subsidiaries that are individually immaterial				1,378	1,624
				22,261	17,170

Balance Sheet 2023

	Non-current assets	Current assets	Non-current liabilities	Current liabilities	Carrying amount of minority interests
Østfold Mote AS (DK Company Vejle Group), (Norway, 50% ownership, minority interest)	2,042	10,546	0	7,974	2,307
DSM CPH 1 ApS (DK Company Retail Group), (Denmark, 19.5% ownership, minority interest)	3,514	11,166	54	4,929	1,891
DK Company Vejle A/S, (Denmark, 13.1% ownership, minority interest)	351,884	485,686	40,090	484,680	40,977
Meinemarkenmode GmbH (DK Company Vejle Group), (Germany, 24.9% ownership, minority interest)	627	278,069	0	173,364	26,228
Other subsidiaries that are individually immaterial					3,069
					74,472

Amounts in DKK thousands

Notes • Invested capital

Group subsidiaries

	Place of registered office	Owner-ship	Ownership subgroup	Currency	Share capital (1,000)		Place of registered office	Owner-ship	Ownership subgroup
Compans Retail AG	Switzerland	100%		CHF	100	DK COMPANY VEJLE GROUP:			
DK Company Canada Inc.	Canada	100%		CAD	2,200	DK Company Vejle A/S	Denmark	86,9%	
DK Company Con A/S	Denmark	100%		DKK	600	DK Company Málaga S.L.	Spain		100%
DK Company France Sarl	France	100%		EUR	10	DKV Norway AS	Norway		100%
DK Company Germany GmbH	Germany	100%		EUR	13	DK Company Vejle Switzerland AG	Switzerland		100%
DK Company Shanghai Ltd.	China	100%		RMB	1,282	DKC Sweden AB	Sweden		100%
DKC Norway AS	Norway	100%		NOK	100	DKC Vejle Belgium NV	Belgium		100%
						DKV Company Canada Inc.	Canada		100%
DK COMPANY CPH GROUP:						DKV France SARL	France		100%
DK Company Cph A/S	Denmark	100%		DKK	18,000	DKV France Agency SAS	France		60%
DK Company Belgium NV	Belgium		100%	EUR	3,305	DKV Germany GmbH	Germany		100%
DK Company Finland OY	Finland		100%	EUR	600	Meinemarkenmode GmbH	Germany		70%
DK Company Norge AS	Norway		100%	NOK	30	Scandinavian Fashion Commerce Inc.	USA		70%
Romerike Mote AS	Norway		100%	NOK	200	DKV Retail A/S	Denmark		100%
DK Company Sweden AB	Sweden		100%	SEK	10,000	DKV Retail II A/S	Denmark		100%
Charlottenberg Fashion AB	Sweden		100%	SEK	100	DKV UK LTD	UK		100%
DKC Germany GmbH	Germany		100%	EUR	25	DK Company Vejle USA Inc.	USA		100%
DK Company Austria GmbH	Austria		100%	EUR	10	DKV Retail Norway AS	Norway		100%
DK Company B.V.	The Netherlands		100%	EUR	10	byoung Retail Norway AS	Norway		100%
TOG Clothing (UK) Ltd.	UK		100%	GBP	100	Ichi Retail Norway AS	Norway		100%
						Fransa Retail Norway AS	Norway		100%
DK COMPANY ONLINE GROUP:						Motedrift AS	Norway		100%
DK Company Online A/S	Denmark	100%		DKK	26,500	Solid Retail Norway AS	Norway		100%
DK Company Online AB	Sweden		100%	SEK	200	Tromsø Mote AS	Norway		100%
DK Company Online AG	Switzerland		100%	CHF	100	Harstad Mote AS	Norway		100%
DK Company Online AS	Norway		100%	NOK	100	Bodø Mote AS	Norway		100%
DK Company Online B.V.	The Netherlands		100%	EUR	227	Partner Mote AS	Norway		100%
DK Company Online GmbH	Germany		100%	EUR	52	Tromsø Tekstil AS	Norway		100%
						Hammerfest Mote AS	Norway		100%
DK COMPANY RETAIL GROUP:						Steinkjer Mote AS	Norway		50%
DK Company Retail A/S	Denmark	100%		DKK	16,100	Vennesla Mote AS	Norway		50%
DSM CPH 1 ApS	Denmark		80.5%	DKK	500	Vestby Mote AS	Norway		50%
Common Company ApS	Denmark		70%	DKK	80	Vågsbygd Mote AS	Norway		50%
						Østfold Mote AS	Norway		50%
MISS O. GROUP:						Åkra Mote AS	Norway		50%
Miss O ApS	Denmark	100%		DKK	1,664				
Trendmatch ApS	Denmark		70%	DKK	83				

In companies with a 50% equity interest, DK Company Vejle A/S has control through D

The accounts of all subsidiaries were closed at 31 December.

This section of the annual report contains notes relating to the Group's capital structure.

The following notes are presented in this section:

- 15. Financial income
- 16. Financial expenses
- 17. Contract assets and liabilities
- 18. Equity
- 19. Debt from financing activities

FINANCIAL INCOME AND EXPENSES

Financial income and expenses include interest income and expenses, the interest element of finance lease payments, realised and unrealised gains and losses, including amortisation additions or deductions on liabilities and transactions in foreign currencies other than exchange differences in trade receivables and trade payables recognised under revenue and cost of sales, respectively. Moreover, interest charges and reimbursements under the on-account tax scheme are recognised as financial income and expenses.

Interest income and expenses are accrued based on the principal and the effective interest rate. The effective interest rate is the discount rate to be used to discount the expected future payments linked to the financial asset or liability in order for the net present value of these to correspond to the carrying amounts of the asset and the liability, respectively.

FAIR VALUE MEASUREMENT

The Group applies the fair value concept in connection with certain disclosure requirements and for the recognition of financial instruments. Fair value is defined as the price obtainable by selling an asset or payable for transferring a liability in a normal transaction between market participants ('exit price'). Fair value is a market-based and not an entity-specific measurement. The entity applies the assumptions that market participants would make use of when pricing the asset or liability on the basis of existing market conditions, including assumptions regarding risks. Thus, when calculating fair value, the entity's intention of owning the asset or settling the liability is not taken into account.

The fair value assessment is based on the primary market. If no primary market exists, the assessment is based on the most advantageous market, being the market that maximises the price of the asset or liability less transaction and transport costs.

All assets and liabilities measured at fair value or for which fair value is disclosed, are categorised by the fair value hierarchy, as described below:

- Level 1: Value based on the market value of similar assets/liabilities in a well-functioning market.
- Level 2: Value based on generally accepted valuation methods on the basis of observable market information.
- Level 3: Value based on generally accepted valuation methods and reasonable estimates (non-observable market information).

- Level 3: Value based on generally accepted valuation methods and reasonable estimates (non-observable market information).



Notes • Capital structure

15. FINANCIAL INCOME

Other interest income
Interest income from financial assets not measured at fair value through profit or loss
Foreign exchange gains and fair value adjustment of financial instruments

2024	2023
46,395	34,993
46,395	34,993
38,282	3,653
84,677	38,646

16. FINANCIAL EXPENSES (DKK 1,000)

Interest expenses, lease liabilities
Other interest expenses
Interest expenses from financial liabilities not measured at fair value through profit or loss
Foreign exchange loss and fair value adjustment of financial instruments

2024	2023
15,286	8,296
43,003	36,443
58,289	44,739
7,901	13,113
66,190	57,852

17. CONTRACT ASSETS AND LIABILITIES

RECONCILIATION OF CONTRACT ASSETS AND LIABILITIES

Contract assets:
Receivables included in trade receivables
Other contract assets:
Refund assets

2024	2023
299,081	505,321
23,187	22,368
322,268	527,689
940	1,149
61,113	57,901
62,053	59,050

Contract liabilities:
Prepayments received from customers
Other contract liabilities:
Refund liabilities

18. EQUITY

SHARE CAPITAL

Share capital at 1 January

Share capital at 31 December

The share capital is distributed as follows:
6,000,000 shares of DKK 10

Dividends distributed for the year amounted to DKK 200 million compared to DKK 186 million last year.
Dividends distributed per share equals DKK 33.3 compared to DKK 31.2 last year.
It is proposed for this year to distribute dividends of DKK 200 million for the financial year 2024 compared to DKK 186 million last year.

The share capital is fully paid up.

RESERVES
Dividends

Dividend is recognised as a liability when a resolution approving the dividend has been adopted by the Annual General Meeting of shareholders (the time of declaration). Dividend proposed for distribution is recorded as a separate equity item until adopted by the Annual General Meeting.

Foreign currency translation reserves

The foreign currency translation reserve comprises the parent shareholders' share of exchange differences arising from translation of financial statements of entities stated in a functional currency other than the Danish krone. The reserve includes adjustments regarding assets and liabilities which form part of the Group's net investments in foreign entities and adjustments regarding hedging transactions which hedge the Group's net investment in foreign entities.

The reserve is dissolved through divestment of foreign entities or if the conditions for the reserve are no longer effective.

Hedging reserves

The hedging reserve includes the accumulated net change in the fair value of hedging instruments used for hedging future cash flows, with the transaction hedged not having been realised.

The reserve will be dissolved when the secured transaction is realised, if the secured cash flows are no longer expected to be realised or the hedging conditions are no longer effective.

Amounts in DKK thousands

Approved by the Board of Directors

Approved by the Board of Directors

Approved by the Board of Directors

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Approved by the Board of Directors

Approved by the Board of Directors

Approved by the Board of Directors

Approved by the Board of Directors

Notes • Capital structure

19. DEBT FROM FINANCING ACTIVITIES

	Beginning of year	Non-cash changes		End of year
		Cash flows	Other additions and disposals	
2024				
Lease liabilities	555,145	-152,486	69,737	472,396
	555,145	-152,486	69,737	472,396

	Beginning of year	Non-cash changes		End of year
		Cash flows	Other additions and disposals	
2023				
Lease liabilities	330,906	-151,390	375,629	555,145
	330,906	-151,390	375,629	555,145

Amounts in DKK thousands

This section of the annual report contains notes relating to the Group's taxation.

The following notes are presented in this section:

- 20. Tax on profit/loss for the year
- 21. Deferred tax

TAX

Tax on profit/loss for the year

DK Company A/S is taxed jointly with all its Danish subsidiaries and the parent Jens Poulsen Holding ApS as administration company. The current corporation tax is allocated to the jointly taxed enterprises in proportion to their taxable incomes. The jointly taxed companies are included in the on-account taxation scheme.

Tax for the year consists of current tax for the year and any changes in deferred tax. In addition, tax for the year consists of changes to tax of previous years and changes in the assessment of provisions for uncertain tax positions. Tax for the year is recognised in profit for the year, in other comprehensive income or directly in equity, depending on where the transaction to which tax for the year relates is recognised.

Tax payable and deferred tax

Current tax liabilities and receivables are recognised in the balance sheet as tax calculated on the taxable income for the year, adjusted for tax on the taxable income of previous years and for taxes paid on account.

The tax rates and tax rules in force on the balance sheet date will be applied when calculating current tax for the year.

Deferred tax is measured under the balance sheet liability method on the basis of all temporary differences between the carrying amounts and the tax bases of assets and liabilities. However, no deferred tax is recognised on temporary differences relating to goodwill not deductible for tax purposes, or other items where temporary differences – except in the case of business combinations – have arisen at the date of acquisition and affect neither the net profit or loss nor the taxable income.

Deferred tax on temporary differences associated with investments in subsidiaries is recognised, unless the parent is able to control when deferred tax is realised and it is likely that deferred tax will not be triggered as current tax in the foreseeable future.

Deferred tax is determined on the basis of the contemplated use of the individual asset and settlement of the individual liability.

Deferred tax is measured on the basis of the tax rules and tax rates of the respective countries that under the laws adopted or in reality adopted at the balance sheet date would be applicable when the deferred tax is expected to crystallise as current tax. Changes in deferred tax as a result of changes in tax rates or tax rules are recognised in the profit or loss, unless the deferred tax is attributable to transactions previously recognised in other

comprehensive income or directly in equity. If the latter is the case, the change is also recognised in other comprehensive income or directly in equity.

Deferred tax assets, including the tax base of tax loss carry-forwards, are recognised under other non-current assets at the values at which the assets are expected to be realised, either by set-off against deferred tax liabilities or as net tax assets by set-off against future positive taxable income. It will be assessed on each balance sheet date whether it is probable that in future, sufficient taxable income will be generated for the deferred tax asset to be utilised.

Uncertain tax positions are measured, depending on the type, either as a probability-weighted average of possible outcomes or as the most likely outcome. Uncertain tax positions are recognised in the tax items to which they relate, i.e. under current tax payable/receivable and/or deferred tax liabilities/assets, respectively.

Notes • Tax

20. TAX ON PROFIT FOR THE YEAR

Current tax for the year
Change in deferred tax for the year
Adjustment of tax relating to previous years

Tax on profit for the year

The tax on profit for the year can be explained as follows:

Tax rate of 22.0% on the profit before tax
Adjustment of calculated tax in foreign group enterprises in relation to 22.0% and profit from associates
Tax effect of:
Non-taxable income
Non-deductible expenses
Deferred tax asset not recognised
Adjustment of tax relating to previous years

Tax on profit for the year

Effective tax rate

Total tax for the year includes the following:
Tax on profit/loss for the year, see above
Tax on other comprehensive income, see below

Tax on fair value adjustments of hedging instruments

Tax on other comprehensive income

2024	2023	EXHAUSTIVE PRESENTATION OF INCOME TAXES PAID BY COUNTRY
128,486	113,925	Denmark
-6,442	1,112	Norway
893	425	Sweden
122,937	115,462	Germany
		Belgium
		Netherlands
		Finland
117,849	107,093	UK
5,494	7,293	Spain
		Canada
		Switzerland
17	-13	France
201	794	USA
-1,517	-130	China
893	425	
122,937	115,462	
23.0%	23.7%	
122,937	115,462	
8,339	2,655	
131,276	118,117	
8,339	2,655	
8,339	2,655	

Amounts in DKK thousands

Notes • Tax

21. DEFERRED TAX

Deferred tax at 1 January
Correction beginning of year
Foreign currency translation adjustments
Deferred tax for the year recognised in profit/loss for the year
Deferred tax for the year recognised in other comprehensive income

Deferred tax at 31 December

Deferred tax is recognised as follows in the balance sheet:

Deferred tax assets
Deferred tax liabilities

Deferred tax and movements in temporary differences can be specified as follows:

2024

Intangible assets
Property, plant and equipment
Inventories
Receivables
Other current assets
Other liabilities
Tax losses
Retaxation liability

2023

Intangible assets
Property, plant and equipment
Inventories
Receivables
Other current assets
Other liabilities
Tax losses
Retaxation liability

Amounts in DKK thousands

2024	2023
-11,169	-7,324
-258	85
-39	-163
6,442	-1,112
-8,339	-2,655
-13,363	-11,169
8,930	4,545
-22,293	-15,714
-13,363	-11,169

The Group has prepared an impairment test of deferred tax assets which shows that the realisation of deferred tax assets will be realised in the foreseeable future, and thus the requirement of convincing evidence of deferred tax assets is considered met.

Provision for deferred tax is by the Danish companies made at the tax rate at which the tax is expected realised on the basis of the adopted corporation tax rate of 22%. The same applies to the companies in the Group, whose corporate tax rates are 22% and to the Group's Swedish companies whose tax rates are 20.6%.

Deferred tax assets not recognised in the balance sheet:

Tax losses

The above tax assets have not been recognised, as it is considered improbable that the tax losses will be realised in the foreseeable future.

Balance Sheet 1. January	Correction beginning of year	Foreign currency translation adjustments	Recognised in profit/loss for the year	Recognised in other compre- hensive income	Accumulated in other enter- prises
-26,586	-258	-93	1,761	0	
10,643	0	37	3,141	0	
684	0	2	-4,158	0	
1,424	0	5	856	0	
-164	0	-1	8,389	-8,339	
5,327	0	19	-4,015	0	
-89	0	0	89	0	
-2,408	0	-8	379	0	
-11,169	-258	-39	6,442	-8,339	

Balance Sheet 1. January	Correction beginning of year	Foreign currency translation adjustments	Recognised in profit/loss for the year	Recognised in other compre- hensive income	Accumulated in other enter- prises
-31,823	85	-708	5,860	0	
10,868	0	242	-467	0	
7,626	0	170	-7,112	0	
823	0	18	583	0	
-277	0	-6	2,774	-2,655	
7,426	0	165	-2,264	0	
195	0	4	-288	0	
-2,162	0	-48	-198	0	
-7,324	85	-163	-1,112	-2,655	

This section of the annual report contains other mandatory notes that do not fall within the scope of the other sections of the report.

The following notes are presented in this section:

- 22. Adjustment for non-cash transactions
- 23. Security
- 24. Contingent assets and liabilities
- 25. Acquisitions of enterprises
- 26. Financial risks
- 27. Related parties
- 28. Fee to auditors appointed at the annual general meeting
- 29. Subsequent events
- 30. New accounting regulation
- 31. Shareholder information
- 32. Adoption of the annual report for publication

Provisions

Provisions are recognised when, in consequence of events occurring in the financial year or previous years, the Group is under a legal or constructive obligation, and it is probable that the financial resources of the Group will be drawn on to settle the obligation. Provisions are measured as best estimate of the expenses necessary to settle the obligations on the balance sheet date. Provisions with expected maturity more than one year after the balance sheet date are measured at net present value.

Other contract liabilities

Other contract liabilities cover return obligations concerning goods that are expected to be returned based on historical experience on actual return percentages and product mix. Return obligations are measured as the sales price of the underlying items.

Other financial liabilities

Other financial liabilities include debt to credit institutions, trade payables and other debt to public authorities, etc. Other financial liabilities are initially measured at fair value less any transaction costs. In subsequent periods, the liabilities are measured at amortised cost using "the effective interest method" so that the difference between the proceeds and the nominal value is recognised in the income statement as financial expenses over the loan term.

Pension obligations, etc.

The Group has entered into pension agreements and similar agreements with the main part of its employees.

As regards defined contribution plans, fixed contributions are paid regularly to independent pension companies, etc. Contributions are recognised in the income statement for the period in which the employees have performed the service entitling them to the pension contribution. Amounts due are recognised in the balance sheet under other liabilities. The Group has no defined benefit plans.

Deferred income

Deferred income, recognised under liabilities, includes received income relating to subsequent financial years. Deferred income is measured at cost.

Notes • Other notes to the consolidated financial statements

22. ADJUSTMENTS AND NON-CASH TRANSACTIONS

Depreciation, amortisation and impairment losses on intangible assets as well as property, plant and equipment

Gain on disposal of intangible assets and property, plant and equipment

Loss on disposal of intangible assets and property, plant and equipment

Financial income

Financial expenses

Other adjustments

2024	2023
200,426	168,602
282	-2,197
-107	2,570
-84,677	-38,646
66,204	57,852
25,277	-9,115
207,405	179,066

23. SECURITY

Security has been provided for rental obligations, etc. for a total of DKK 71,5 million and DKK 78 million last year.

24. CONTINGENT ASSETS AND LIABILITIES

Other contingent assets

None other than the deferred not recognised tax assets referred to in note 21.

Other contingent liabilities

The Group is jointly taxed with its parent Jens Poulsen Holding ApS as administration company and is jointly and severally liable with other jointly taxed companies for payment of corporation tax as from the accounting period of 2013, as well as for withholding tax on interest, royalties and dividends falling due on or after 1 July 2012. At 31 December 2024, the total amount outstanding in joint corporation tax is DKK 6.4 million compared to last year's DKK 0.7 million.

The Group has entered into agreements on continuous consideration where the consideration does not meet the criteria for recognition in the income statement and balance sheet as leased assets under IFRS 16. These agreements primarily concern logistics setup and access to sales channels. At 31 December 2024, the total liability concerning future payments for these commitments amounts to DKK 112 million and DKK 84 million last year.

The Group has entered into agreements (letters of credit) for supplies of DKK 180.9 million compared with DKK 101.2 million last year.

25. ACQUISITIONS OF ENTERPRISES

The DK Company A/S Group has not acquired any enterprises of a significant nature in

The DK Company A/S Group has not acquired any significant enterprises after the bala



Amounts in DKK thousands

2024 2023 2022 2021 2020 2019

Amounts in DKK thousands

Notes • Other notes to the consolidated financial statements

26. FINANCIAL RISKS, CONTINUED

Currency risks

The Group's foreign currency risks are handled centrally by the Group finance department. Activities carried out by the Group's Danish companies are affected by exchange rate changes, as some revenue and the majority of the purchase of goods are made in foreign currency, while other expenses, including salary and wages, are primarily incurred in Danish kroner. The Group is also affected by changes in exchange rates, as the profits/losses for the year of foreign group enterprises are translated into Danish kroner on the basis of average prices. The Group's foreign currency risks are managed centrally and hedged primarily as a result of revenue and expenses incurred in the same currency as well as through the use of derivative financial instruments. In accordance with a foreign exchange policy approved by the Board of Directors, foreign currency risks are hedged so that currency positions are hedged as much as possible for up to 18 months.

The Group's foreign currency risks in the balance sheet can be shown as follows:

	Nominal currency positions at 31.12.2024			Sensitivity analysis		
	Cash and cash equivalents and receivables	Liabilities (non-derivatives)	Total	Likely change in exchange rate	Hypothetical impact on profit/loss for the year	Hypothetical impact on profit/loss on equity
USD/DKK	39,403	-403,628	-364,225	+10%	-28,410	-28,410
NOK/DKK	119,857	-116,838	3,019	+10%	235	235
SEK/DKK	47,906	-27,601	20,305	+10%	1,584	1,584
EUR/DKK	552,807	-303,937	248,870	+2%	3,882	3,882
Others	137,636	-150,725	-13,089	+10%	-1,021	-1,021
	897,609	-1,002,729	-105,120		-23,730	-23,730

	Nominal currency positions at 31.12.2023			Sensitivity analysis		
	Cash and cash equivalents and receivables	Liabilities (non-derivatives)	Total	Likely change in exchange rate	Hypothetical impact on profit/loss for the year	Hypothetical impact on profit/loss on equity
USD/DKK	26,009	-298,893	-272,884	+10%	-21,285	-21,285
NOK/DKK	105,774	-106,040	-266	+10%	-21	-21
SEK/DKK	94,443	-70,056	24,387	+10%	1,902	1,902
EUR/DKK	460,024	-308,959	151,065	+2%	2,357	2,357
Others	158,740	-58,547	100,193	+10%	7,815	7,815
	844,990	-842,495	2,495		-9,232	-9,232

Amounts in DKK thousands

Notes • Other notes to the consolidated financial statements

26. FINANCIAL RISKS, CONTINUED

Sensitivity analysis of foreign currency

The assumptions applied to the sensitivity analysis are unchanged sales, price levels and interest rates.

The Group's main currency exposure relates to purchases in USD and EUR and sales in NOK, SEK and EUR. The above sensitivity analysis shows the net effect on profit/loss for the year and equity, had the exchange rate of the currencies concerned been 10% higher at the end of the year than the exchange rate actually applied. 10% is the sensitivity factor used in the internal reporting of foreign currency risks. The specified impact contains the effect of transactions concluded for the purpose of foreign currency hedging. Had the rate been 10% lower than the actual rate, this would have had a corresponding negative net impact on profit/loss for the year and equity, respectively.

Interest rate risk

The Group's interest rate risk is monitored by the finance department in accordance with the Group's policies in this area.

The Group's financial assets and financial liabilities are floating-rate only and therefore considered to be subject to interest rate adjustments within one year.

The Group's interest rate risk relates to the interest-bearing debt. The Group's net debt portfolio consists of short-term net debt to credit institutions. Sensitivity of an interest rate change of +/- 1% amounts to approx. DKK -3.9 million and DKK -2.2 million last year.

Credit risks

The Group's credit risks are partly related to receivables and derivative financial instruments with positive fair value. The maximum credit risk related to financial assets corresponds to the values recognised in the balance sheet.

The Group has no significant risks relating to a single customer or business partner. The Group's policy for assuming credit risks entails that all customers are as a general rule covered by credit insurance taken out with external business partners.

In some instances, the Group receives collateral for sale on credit, and security received is included in the assessment of the requirement for a provision for bad debt. The maximum credit risk is reflected in the carrying amount of each financial asset included in the balance sheet.

Carrying amount

	2024	2023
Trade receivables	299,081	505,321
Receivables from group enterprises	980	980
Other receivables	191,088	112,230
	491,149	618,531

Note 7 shows the geographical distribution of trade receivables and the non-impaired receivables.

Liquidity risk

Due dates of financial liabilities are specified below, broken down by the time intervals applied in connection with the Group's cash management. The specified amounts represent the amounts due for payment including interest, etc.

2024

Non-derivative financial instruments

	Carrying Amount	Contractual cash flow	0-1 years
Lease liabilities	472,396	509,582	155,940
Trade payables	680,239	680,239	680,239
	1,152,635	1,189,821	836,179

2023

Non-derivative financial instruments

	Carrying Amount	Contractual cash flow	0-1 years
Lease liabilities	555,145	600,305	162,683
Trade payables	537,931	537,931	537,931
	1,093,076	1,138,236	700,614

Notes • Other notes to the consolidated financial statements

26. FINANCIAL RISKS, CONTINUED

Derivative financial instruments meeting hedging requirements

The Group has concluded foreign currency hedging agreements that meet the criteria for hedge accounting. The fair value adjustment is recorded directly in equity and will be recognised as the financial contracts are realised. The open forward exchange contracts may be specified as follows:

2024	Residual maturity	Contractual value	Fair value
Currency risks:			
USD	0-12 months	856,586	51,994
SEK	0-12 months	-192,953	2,426
NOK	0-14 months	-132,352	1,995
GBP	0-9 months	-74,394	-1,161
CHF	0-20 months	-108,344	835
CAD	0-9 months	-40,494	365
		308,049	56,454

2023	Residual maturity	Contractual value	Fair value
Currency risks:			
USD	0-12 months	1,046,193	-3,753
SEK	0-12 months	-217,855	-4,980
NOK	0-14 months	-175,144	-3,975
GBP	0-9 months	-76,352	374
CHF	0-20 months	-121,410	-3,067
CAD	0-9 months	-52,454	434
		402,978	-14,967

Positive contractual value refers to the purchase of the currency in question, and negative contractual value refers to such sale.

Assets and liabilities measured at fair value

The Group's derivative financial instruments exist only in the form of forward exchange contracts measured according to generally accepted valuation techniques based on relevant observable exchange rates (fair value hierarchy level 2). Both externally and internally calculated fair values based on discounting of future cash flows are applied.

Derivative financial instruments are recognised in other receivables and other payables.

The gains on derivative financial instruments recognised in the income statement in revenue, cost of sales, financial income and financial expenses appear from the statement of comprehensive income for 2024 and 2023, respectively.

Optimisation of capital structure

The Company's management assesses on a current basis whether the Group's capital structure is in line with the interests of the Company and its shareholders. The overall goal is to ensure a long-term economic growth while maximising return to the Group's stakeholders by optimising the balance between equity and debt. The Group's overall strategy remains unchanged compared to the previous period.

The Group's capital structure consists of debt that includes call loans from the Company and lease liabilities, as well as cash and equity.

The Company's Board of Directors continuously reviews the Group's capital structure and the risks associated with each type of capital. The Group's objective is to maintain a range of -0.5 - 2.5 measured as the ratio of net interest-bearing debt and profit/loss before taxes and financial income and expenses. Such gearing is determined as follows:

Credit institutions
Cash

Net interest-bearing debt

Profit before depreciation, amortisation and financial income and expenses

Gearing

Another financial benchmark is the solvency ratio, which is calculated as follows:

Equity excluding minorities

Total assets

Solvency ratio (%)

A third financial benchmark is the borrowing base, which is calculated as follows:

Net interest-bearing debt

Inventories
Trade receivables
Trade payables

Borrowing base

Notes • Other notes to the consolidated financial statements

27. RELATED PARTIES

Related parties with control

Related parties with control over DK Company A/S:

Name	Place of registered office	Basis of control
DKC Holding 2011 A/S	La Cours Vej 6, Ikast-Brande	Shareholder with the majority of voting rights
Jens Poulsen Holding ApS	La Cours Vej 6, Ikast-Brande	Shareholder with the majority of voting rights
Jens Poulsen	Søbjergvej 56, Ikast-Brande	Shareholder with ultimate control over DK Company A/S

Related party transactions

During the financial year, the Group has completed the following transactions with related parties with control over DK Company A/S or other parties related to them:

- Rent in accordance with the ten-year lease with JP Ejendomme 2 A/S on an owner-occupied property in Denmark. The lease is concluded on terms corresponding to market conditions for the area. Rent of DKK 9.4 million and DKK 9.1 million for 2023 was paid in the financial year. Total annual rent for lease with JP Ejendomme 2 A/S amounts to DKK 9.4 million and DKK 9.1 million for 2023, and lease is non-terminable until 1 February 2031.
- Use of trademark rights in return for the Group, vis-à-vis Jens Poulsen Holding ApS, undertaking to pay all costs of maintaining and protecting the registrations of the trademarks and figurative marks. The agreement on the right to use trademarks and figurative marks is non-terminable, but may nonetheless be terminated if one of the parties is in material default of its obligations under the agreement. As a consequence of the Group having undertaken to pay all costs of maintaining and protecting the registrations of the trademarks and figurative marks, only a small annual fee is to be paid for such use. The trading was done on an arm's length basis.
- Balances appear from the balance sheets as receivables from group enterprises and payables to group enterprises. Interest on intercompany balances is disclosed in notes 15 and 16 Non-current receivables relate to non-interest-bearing deposits regarding the above-mentioned leases. Other balances with group enterprises are payable on demand and carry interest of approx. 4.0% per year.

In addition, ordinary management remuneration has been paid to CEO Jens Poulsen according to note 2.

Subsidiaries

Transactions with subsidiaries are eliminated from the Consolidated Financial Statements.

28. FEE TO AUDITORS APPOINTED AT THE ANNUAL GENERAL MEETING

PricewaterhouseCoopers, Statsautoriseret Revisionspartnerselskab

Statutory audit
Other assurance engagements
Tax and VAT-related advice
Other services

Other auditors in foreign subsidiaries

Statutory audit
Other assurance engagements
Tax and VAT-related advice
Other services

All material group enterprises are audited by PricewaterhouseCoopers, Statsautoriseret Revisionspartnerselskab. Fees relating to other auditors concern local audits and consulting regarding certain foreign subsidiaries. PricewaterhouseCoopers, Statsautoriseret Revisionspartnerselskab is not appointed auditor for the subsidiaries.

29. SUBSEQUENT EVENTS

No events have occurred after the balance sheet date which materially affect the assessment of the Group's financial position.

Notes • Other notes to the consolidated financial statements

30. NEW ACCOUNTING REGULATION

At the time of publication of this Annual Report, IASB has issued a number of new IFRS standards, amendments to existing standards and IFRIC interpretations that are not yet mandatory for DK Company A/S when preparing the annual report for 2024.

DK Company A/S expects to implement the adopted but not yet applicable standards and interpretations in step with their adoption by the EU and subsequent mandatory application by DK Company A/S. Where the effective date is different in the EU from that of the IASB, implementation of the changes is contemplated after adoption in the EU. None of the new standards or interpretations are expected to have a material effect on recognition and measurement in DK Company A/S' future annual reports.

31. SHAREHOLDER INFORMATION

DK Company A/S' parent is DKC Holding 2011 A/S, Ikast-Brande, holding all share capital and voting rights. The Company's ultimate parent is Jens Poulsen Holding ApS, Ikast-Brande.

DK Company A/S has not registered other shareholders holding more than 5% of the voting rights or nominal value of the share capital.

32. ADOPTION OF THE ANNUAL REPORT FOR PUBLICATION

At its board meeting on 16 May 2025, the Board of Directors approved this Annual Report for publication.

The Annual Report will be submitted to DK Company A/S' shareholders for approval at the Annual General Meeting on 16 May 2025.



62 Statement of income

63 Balance sheet • Assets and liabilities

64 Statement and changes in equity

65 Notes to the parent company financial statements



Statement of income

1 January - 31 December

Note		2024	2023
2	Revenue	810,989	675,025
	Costs of goods for resale	-493,229	-403,556
	Other external expenses	-125,817	-104,895
3	Other operating income	157,303	120,581
	Gross profit	349,246	287,155
4	Staff costs	-213,662	-188,911
	Depreciation, amortisation and impairment losses on intangible assets as well as property, plant and equipment	-21,979	-9,717
5	Other operating expenses	0	-200
	Profit before financial income and expenses	113,605	88,327
	Share of profit/loss after tax in group enterprises	286,281	277,922
6	Financial income	41,537	22,899
7	Financial expenses	-20,413	-20,267
	Financial income and expenses, net amounts	307,405	280,554
	Profit before tax	421,010	368,881
8	Tax on profit for the year	-30,366	-20,305
	Profit for the year	390,644	348,576

Amounts in DKK thousands



at 31 December

Note	Assets	2024	2023	Note	Equity and liabilities
	Non-current assets				Equity
	Goodwill	840	1,680	14	Share capital
9	Intangible assets	840	1,680		Reserve for net revaluation under the equity method
	Land and buildings	11,421	11,427		Hedging reserves
	Leasehold improvements	42,639	45,918		Retained earnings
	Other fixtures and fittings, tools and equipment	98,894	101,875		Proposed dividend
10	Property, plant and equipment	152,954	159,220		Equity
11	Investments in subsidiaries	975,871	806,561	13	Non-current liabilities
12	Other receivables	1,367	1,413	11	Deferred tax
13	Deferred tax assets	0	0	15	Provision for negative investments in group enterprises
	Other non-current assets	977,238	807,974		Credit institutions
	Non-current assets	1,131,032	968,874		Non-current liabilities
	Current assets			15	Current liabilities
	Inventories	204,082	135,754		Credit institutions
	Inventories	204,082	135,754		Prepayments received from customers
	Trade receivables	5,585	4,320		Trade payables
	Receivables from group enterprises	276,810	357,017		Payables to group enterprises
	Other receivables	36,612	12,984		Corporation tax
	Deferred income	6,653	5,630		Other payables
	Receivables	325,660	379,951		Current liabilities
	Cash	522,321	321,342		Liabilities
	Current assets	1,052,063	837,047		Total equity and liabilities
	Total assets	2,183,095	1,805,921		

Amounts in DKK thousands

	Share capital	Reserve for net revaluation under the equity method	Hedging reserves	Retained earnings	Proposed dividend	Total equity
Equity at 1 January 2024	60,000	468,834	-2,611	175,531	200,000	901,754
Correction beginning of year	0	-991		0	0	-991
Transferred from distribution of net profit	0	164,182	0	26,462	200,000	390,644
Value adjustment of financial instruments	0	0	19,231	0	0	19,231
Tax on financial instruments	0	0	-4,231	0	0	-4,231
Exchange adjustments from translation of foreign entities	0	-5,081	0	-28	0	-5,109
Change in equity in group enterprises	0	10,967	0	0	0	10,967
Dividends distributed in the financial year	0	0	0	0	-200,000	-200,000
Equity at 31 December 2024	60,000	637,911	12,389	201,965	200,000	1,112,265

Equity at 1 January 2023	60,000	249,137	-3,090	241,044	186,900	733,991
Correction beginning of year	0	172,688	0	-172,688	0	0
Transferred from distribution of net profit	0	41,022	0	107,554	200,000	348,576
Value adjustment of financial instruments	0	0	614	0	0	614
Tax on financial instruments	0	0	-135	0	0	-135
Exchange adjustments from translation of foreign entities	0	-1,697	0	-379	0	-2,076
Change in equity in group enterprises	0	7,684	0	0	0	7,684
Dividends distributed in the financial year	0	0	0	0	-186,900	-186,900
Equity at 31 December 2023	60,000	468,834	-2,611	175,531	200,000	901,754

Amounts in DKK thousands

66 Note 1 - Accounting policies

INCOME STATEMENT

71 Note 2 - Revenue
71 Note 3 - Other operating income
71 Note 4 - Staff costs
71 Note 5 - Other operating costs
71 Note 6 - Financial income
71 Note 7 - Financial expenses
71 Note 8 - Tax on profit/loss for the year

BALANCE SHEET

72 Note 9 - Intangible assets
72 Note 10 - Property, plant and equipment
72 Note 11 - Investments in subsidiaries
73 Note 12 - Other receivables
73 Note 13 - Deferred tax
73 Note 14 - Share capital
73 Note 15 - Debt
73 Note 16 - Security
74 Note 17 - Contingent assets and liabilities

NOTES NOT REFERRED TO IN THE ANNUAL REPORT

75 Note 18 - Related parties
75 Note 19 - Subsequent events
75 Note 20 - Distribution of profit



Notes to the parent company financial statements

NOTE 1 - ACCOUNTING POLICIES

The Financial Statements for 2024 of the parent DK Company A/S are prepared in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class C (large enterprises). The accounting policies are consistent with those of last year.

With regards to the true and fair view of the Financial Statements, certain reclassifications have been made in the income statement and notes. Comparative figures have been adjusted accordingly.

RECOGNITION AND MEASUREMENT

Income is recognised in the income statement as earned, including value adjustments of financial assets and liabilities. Moreover, all expenses incurred are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts previously 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 below for each item.

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 accumulated amortisation of any difference between cost and the nominal amount. Capital losses and gains are thus allocated over the terms of the asset or liability.

Recognition and measurement take into account predictable losses and risks occurring before the presentation of the Financial Statements which concern affairs and conditions existing at the balance sheet date.

The Annual Report is presented in Danish kroner (DKK), which is also the functional currency of the parent. All other currencies are regarded as foreign currencies.

TRANSLATION POLICIES

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in the income statement. If foreign exchange positions are considered hedges of future cash flows, the value adjustments are recognised directly in equity.

Receivables, payables and other monetary items denominated in foreign currency which have not been settled at the balance sheet date are measured at the closing rate. Any differences between the exchange rates at the balance sheet date and the rates at the dates when the receivables or the payables arose or at which they were recognised in the latest financial statements are recognised in the income statement.

Intangible assets and property, plant and equipment purchased in foreign currencies are translated at the exchange rates at the dates of transaction.

If the foreign group enterprises meet the criteria for legal entities, the income statements are converted at an average exchange rate for the month, and the balance sheet items are translated at the exchange rates on the balance sheet date. Currency translation differences arising on the translation of the opening equity of foreign group enterprises at the exchange rates on the balance sheet date and on the translation of income statements from average exchange rates to the exchange rates on the balance sheet date are recognised directly in equity.

DERIVATIVE FINANCIAL INSTRUMENTS

Derivative financial instruments are initially recognised in the balance sheet at cost and are subsequently remeasured at their fair values. Positive and negative fair values of derivative financial instruments are included in other receivables and other payables, respectively.

Changes in fair values of financial instruments that are recognised assets or liabilities in the income statement in the fair value of the hedged liability.

Changes in fair values of financial instruments that are measured at cost or payables as well as transaction results in the income statement or liabilities, amounts transferred from equity to the cost of the asset or the liability. If the future transaction results in expenses, amounts recognised in the income statement in the period in which the hedged liability is recognised in the income statement.

INCOME STATEMENT

Revenue

The Company's revenue is recognised in the income statement for goods for resale in the income statement. Revenue is recognised when the goods are transferred to the customer, which occurs at the time of delivery.

The Company's sales are recognised in the income statement as individual sales, which are recognised separately at fair value.

Notes to the parent company financial statements

Although sales agreements for the sale of goods for resale often set out multiple performance obligations, such obligations are treated as a single performance obligation owing to their concurrent delivery.

If a sales agreement contains multiple performance obligations, the total sales value of the sales agreement is allocated proportionally to its individual performance obligations.

Recognised revenue is measured at the fair value of the consideration agreed, exclusive of VAT, charges, etc. collected on behalf of third parties. All types of discounts granted are recognised in revenue. Exchange differences in receivables from the sale of goods and services in foreign currencies are recognised in revenue. Fair value corresponds to the price agreed discounted to net present value, where the terms of payment exceed 12 months.

The part of total consideration that is variable, for example in the form of discounts, bonus payments, etc., is only recognised in revenue when it is reasonably certain that there will be no reversal thereof in subsequent periods. This also applies to the goods that are expected to be returned by fulfilling the Company's return obligations based on historical experience on actual return percentages and product mix. Customers are typically entitled to return online purchases within two weeks, but when returning Christmas presents purchased between 1 November and 23 December, they have 14-90 days.

COST OF GOODS FOR RESALE

Cost of goods for resale include expenses incurred to generate revenue for the year. Cost of goods for resale are recognised in line with revenue. Change in inventories for the year is included in the cost of goods for resale. Exchange differences relating to suppliers of goods and services in foreign currencies are recognised in cost of goods for resale.

OTHER EXTERNAL EXPENSES

Other external expenses include expenses for distribution and advertising, sale, administration, premises, losses on trade receivables and rental expenses under operating leases.

STAFF COSTS

Staff costs include salaries, considerations, pensions and other staff costs related to the Company's employees.

DEPRECIATION, AMORTISATION AND IMPAIRMENT LOSSES ON INTANGIBLE ASSETS AS WELL AS PROPERTY, PLANT AND EQUIPMENT

Depreciation, amortisation and impairment losses on property, plant and equipment and intangible assets include depreciation of property, plant and equipment and amortisation of intangible assets, as well as impairment losses for the year as a result of impairment.

OTHER OPERATING INCOME AND OPERATING EXPENSES

Other operating income and expenses comprise income and expenses of a secondary nature to the activities of the Company,

including gains or losses from current sale and replacement of intangible assets and property, plant and equipment. Gains or losses from the disposal of intangible assets and property, plant and equipment are determined as the difference between the selling price less selling costs and the carrying amount at the time of disposal.

INCOME IN THE FORM OF COMPENSATION RECEIVED FROM PUBLIC AUTHORITIES

Compensation received from public authorities is recognised in other operating income in line with the costs associated with the compensation, once the Company has obtained final commitment from the compensation provider that it is likely that the Company will meet the conditions attached to the compensation and it is highly likely that the compensation will not have to be repaid.

SHARE OF PROFIT/LOSS AFTER TAX IN GROUP ENTERPRISES

According to the equity method, a proportion of profit or loss after tax in the underlying enterprises is to be recognised in the income statement. Shares of profit or loss after tax in subsidiaries and associates are presented in the income statement as separate line items. Full elimination of intra-group profit/loss is made for investments in subsidiaries. For investments in associates, only a proportionate elimination of intra-group profit/loss is made.

FINANCIAL INCOME AND EXPENSES

Financial income and expenses comprise interest income and expenses, the interest

element of finance lease income, and unrealised capital gains and losses in respect of securities, derivatives, foreign currencies, and other financial assets and liabilities as well as interest reimbursements and on-account taxation losses. These are recognised at the end of the financial year.

TAX ON PROFIT/LOSS

The parent is jointly taxed with its subsidiaries and the ultimate parent company, Jens Poulsen & Co. A/S, as this parent's other income is not subject to current Danish corporate tax. The jointly taxed Danish entities are subject to their taxable income.

The jointly taxed Danish entities are subject to their taxable income in the on-account tax.

Tax for the year consists of the tax for the year and any changes in tax liability for the year. The tax attributable to the year is recognised in the income statement, whereas the tax attributable to the year is recognised in the balance sheet.

BALANCE

Intangible assets

GOODWILL

Goodwill is amortised over the estimated useful life on the basis of Management's estimate of the individual business

Notes to the parent company financial statements

The amortisation period is ten years. Management estimates a useful life of at least ten years for the Company's goodwill. Emphasis is placed on the Company's brands being well incorporated in the market and providing satisfactory earnings. Goodwill is written down to the lower of the recoverable amount or carrying amount. However, goodwill for agencies with a contractual term of 1 to 3 years is amortised over this period.

PROPERTY, PLANT AND EQUIPMENT

Leasehold improvements and other fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

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

Where parts of an item of property, plant and equipment have different useful lives, they are depreciated as separate items of property, plant and equipment.

Depreciation is calculated using the straight-line method over the estimated useful lives of the assets, which are:

Leasehold improvement	2 - 10 years
Other fixtures and fittings, tools and equipment	3 - 6 years

The basis of depreciation is cost less estimated residual value at the end of the useful life

and reduced by any impairment loss. The depreciation period and the residual value are determined at the date of acquisition and are reassessed annually. If the residual value exceeds the carrying amount of the asset, depreciation is discontinued.

If the period of depreciation or the residual value changes, the effect on depreciation is recognised prospectively as a change in the accounting estimate.

Gains or losses from the disposal of property, plant and equipment are calculated as the difference between the selling price less selling costs and the carrying amount at the time of disposal. Profit or losses are recognised in the income statement under other operating income and other operating expenses, respectively.

LEASES

The Company has chosen IAS 17 as interpretation for the classification and recognition of leases.

Leases in respect of assets in terms of which the Company assumes all substantial risks and rewards of ownership (finance leases) are initially recognised in the balance sheet at the lower of the assets' fair value and the net present value of the future minimum lease payments. When computing the net present value, the interest rate implicit in the lease or the alternative borrowing rate is applied as the discount rate.

After that, assets acquired under finance leases are treated in the same way as the other assets of the Company.

The capitalised lease obligation is recognised in the balance sheet under debt, and the interest element of the lease payment is charged over the lease term to the income statement under finance costs. After initial recognition, lease obligations are measured at amortised cost.

All other leases are considered operating leases. Payments made under operating leases and other rental agreements are recognised in the income statement over the lease term. The Company's total liability relating to operating leases and rental agreements is disclosed under contingent assets and liabilities, etc.

OTHER NON-CURRENT ASSETS

Investments in group enterprises
Investments in group enterprises are measured according to the equity method. The Company has chosen the equity method as its measurement method.

This implies that investments are measured at cost on initial recognition. Cost is allocated according to the purchase method.

Newly acquired or newly established enterprises are recognised in the financial statements from the date of acquisition or establishment. Enterprises sold or wound up are recognised until the date of disposal. Comparative figures are not restated for newly

acquired, sold or wound

The date of acquisition is the date when the Company obtains control over the acquired.

Acquisitions of new group enterprises are accounted for using the acquisition method, in which the identified assets and liabilities of the newly acquired enterprise are measured at fair value at the date of acquisition. Identifiable intangible assets are recognised if they can be separated from the contractual right. Deferred tax is recognised on the revaluations.

Positive differences (gains) are recognised under other operating income and fair value of the assets and liabilities and contingent assets and liabilities are recognised under other operating expenses. The difference is amortised over the term of the income statement. The difference is measured on the basis of Management's estimate of the individual business.

Negative differences (losses) are recognised in the income statement on the date of acquisition.

Costs incurred in connection with the acquisition (transaction costs) are recognised in the income statement. Gains or loss after tax of group enterprises are recognised of incurrence. In contrast to the policies applied in the

Notes to the parent company financial statements

Statements, where such costs are recognised directly in the income statement under special items, the parent discloses these special items only in a separate note to the income statement.

If, at the date of the acquisition, there is uncertainty as to the identification or measurement of acquired assets, liabilities, contingent liabilities or the determination of the purchase consideration, initial recognition is made on the basis of provisionally determined values. If it subsequently turns out that the identification or measurement of the purchase consideration, acquired assets, liabilities or contingent liabilities was not correct on initial recognition, the statement is adjusted retrospectively. Goodwill and negative goodwill from acquired enterprises may be adjusted up to 12 months after acquisition.

Cost is adjusted for shares of profit or loss after tax deducting or adding unrealised intra-group profits and losses.

Dividends received are deducted from the carrying amount. Investments in group enterprises that are measured at equity value are subject to impairment tests in case of indication of impairment.

On divestment of group enterprises in which control is no longer maintained, profits or losses are determined as the difference between the net selling price on the one hand and the proportion of the carrying amount

of net assets on the other. Gains or losses are recognised in the income statement under financial income and expenses, net. If the Company continues to hold investments in the divested group enterprise, the remaining proportion of the carrying amount forms the basis for measurement of investments in group enterprises.

OTHER RECEIVABLES

Deposits are measured at amortised cost.

IMPAIRMENT OF NON-CURRENT ASSETS

The carrying amounts of intangible assets and property, plant and equipment as well as investments in group enterprises are assessed annually to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

In the event of indications of impairment, an impairment test is carried out of each individual asset or group of assets. Write-down is made to the lower of the recoverable amount or carrying amount.

The recoverable amount used is the higher of net selling price and value in use. The value in use is calculated as the net present value of the expected net cash flows from the use of the asset or asset group and expected net cash flows on the disposal of the asset or asset group on expiry of the useful life.

Previously recognised impairment losses are reversed when the basis for the impairment

loss no longer exists. An impairment loss in respect of goodwill is not reversed.

INVENTORIES

Inventories are measured at cost under the FIFO method. If the net realisable value of inventories is lower than cost, write-down is made to this lower value.

The cost of inventories equals landed cost.

The net realisable value of inventories is calculated as the selling price less costs of completion and costs incurred to execute sales. The net realisable value is determined allowing for marketability, obsolescence and development in expected selling price.

RECEIVABLES

Receivables are measured at amortised cost.

The Company has chosen IAS 39 as interpretation for the write-down of financial receivables.

Write-down to net realisable value is made for estimated bad debts. Assessment of write-downs for estimated bad debt is carried out at both individual and portfolio level using a provisions account.

DEFERRED INCOME

Deferred income that are recognised under assets include expenses related to subsequent reporting periods.

EQUITY – RESERVE F UNDER THE EQUITY

Reserve for net revaluation. The method includes net revaluation of investments in group enterprises. The reserve may be eliminated in case of loss, realisation of investment or accounting estimates changes.

This reserve cannot be distributed as a dividend.

EQUITY – DIVIDEND

Dividend expected to be paid. Dividend disclosed as a separate item. Dividend is recognised when the resolution approving the dividend is adopted by the general meeting (declaration).

CORPORATION TAX AND DEFERRED TAX

Current tax liabilities and assets are recognised in the balance sheet on the taxable income for tax on the taxable income and for taxes paid on the taxable income.

Deferred tax is measured using the sheet liability method. Temporary differences are the difference between the carrying amount and the tax base of assets and liabilities. However, no deferred tax is recognised on temporary differences that are not deductible for tax purposes, where temporary differences arise in the case of business acquisition.

Notes to the parent company financial statements

the date of acquisition and affect neither the net profit for the year nor the taxable income. In cases where the computation of the tax base may be made according to different tax rules, deferred tax is measured on the basis of Management's intended use of the asset and settlement of the liability, respectively. Deferred tax assets as well as deferred tax liabilities are recognised.

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

Deferred tax is adjusted for eliminations of unrealised intra-group gains and losses.

Deferred tax is measured on the basis of the tax rules and tax rates of the respective countries 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.

DEBT

Financial debts are initially measured at fair value less any transaction costs. In subsequent periods, the debts are measured at amortised cost using "the effective interest method" so that the difference between the proceeds and the nominal value is recognised in the income statement as financial expenses over the loan term.

Other payables are measured at net realisable value.

CASH FLOW STATEMENT

According to section 86(4) of the Danish Financial Statements Act, no cash flow statement has been prepared for the parent as such statement is included in the cash flow statement for the Group.

Notes to the parent company financial statements

2. REVENUE

By geography

Denmark
Norway
Germany
Sweden
The UK
Benelux
Canada
France
Other markets in Europe
Other markets outside Europe

2024	2023
410,861	239,678
35,155	45,216
69,293	87,221
51,930	52,346
48,889	40,905
46,602	38,680
21,856	30,136
14,438	18,889
100,090	109,160
11,875	12,794
810,989	675,025

5. OTHER OPERATING COSTS

Loss on disposal of intangible assets and property, plant and equipment

6. FINANCIAL INCOME

Interest income from group enterprises
Other interest income
Foreign exchange gains

3. OTHER OPERATING INCOME

Gain on sale of activities
Administration fee

2024	2023
7	160
157,296	120,421
157,303	120,581

7. FINANCIAL EXPENSES

Interest expenses related to group enterprises
Other interest expenses
Foreign exchange losses

4. STAFF COSTS

Wages and salaries
Pensions
Other social security expenses

2024	2023
195,883	173,563
15,238	12,813
2,541	2,535
213,662	188,911
700	675
7,368	6,693
370	333

8. TAX ON PROFIT/LOSS FOR THE YEAR

Current tax for the year
Change in deferred tax for the year
Adjustment of tax relating to previous years

Including remuneration to the Board of Directors

Including remuneration to the Executive Board

The above amounts include the value of employee benefits.

Average number of employees

Amounts in DKK thousands

Notes to the parent company financial statements

9. INTANGIBLE ASSETS

Cost at 1 January 2024

Cost at 31 December 2024

Amortisation and impairment losses at 1 January 2024

Amortisation for the year

Amortisation and impairment losses at 31 December 2024

Carrying amount at 31 December 2024

Goodwill

88,814

88,814

87,134

840

87,974

840

11. INVESTMENTS IN SUBSIDIARIES

Cost at 1 January 2024

Cost at 31 December 2024

Value adjustments at 1 January 2024

Correction beginning of year

Exchange adjustments from translation of foreign entities

Share of profit/loss for the year

Distribution from group enterprises

Adjustments reversed on disposal

Value adjustments at 31 December 2024

Transferred to provisions

Carrying amount at 31 December 2024

Group enterprises are specified as follows:

DKC Norway AS, Tønsberg, Norway, 100%
Miss O ApS, Ikast-Brande, Denmark, 100%
DK Company Vejle A/S, Vejle, Denmark, 86,9%
DK Company Retail A/S, Ikast-Brande, Denmark, 100%
DK Company Shanghai Ltd., Shanghai, China, 100%
DK Company Cph A/S, Copenhagen, Denmark, 100%
DK Company Canada Inc., Quebec, Canada, 100%
DK Company Online A/S, Ikast-Brande, Denmark, 100%
DK Company Con A/S, Ikast-Brande, Denmark, 100%
DK Company France Sarl, Paris, France, 100%
DK Company Germany GmbH, Hamburg, Germany, 100%
Companys Retail AG, Baar, Switzerland, 100%

Adjustments to intercompany profits
Tax on adjustments to intercompany profits
Adjustments for acquisitions in 2014
Adjustments for acquisitions in 2015
Adjustments for acquisitions in 2017
Transferred to provisions

All subsidiaries are regarded separate entities.

10. PROPERTY, PLANT AND EQUIPMENT

Cost at 1 January 2024

Additions at cost

Disposals at cost

Cost at 31 December 2024

Depreciation and impairment losses at 1 January 2024

Depreciation for the year

Reversal of assets sold

Depreciation and impairment losses at 31 December 2024

Carrying amount at 31 December 2024

Carrying amount of leased assets

	Land and buildings	Leasehold improve- ments	Other fixtures and fittings, tools and equipment
Cost at 1 January 2024	12,400	64,263	140,248
Additions at cost	590	2,573	11,709
Disposals at cost	0	0	-60
Cost at 31 December 2024	12,990	66,836	151,897
Depreciation and impairment losses at 1 January 2024	973	18,345	38,373
Depreciation for the year	596	5,852	14,690
Reversal of assets sold	0	0	-60
Depreciation and impairment losses at 31 December 2024	1,569	24,197	53,003
Carrying amount at 31 December 2024	11,421	42,639	98,894
Carrying amount of leased assets			80,154

The leased assets relate primarily to inventory machines. The leased assets are provided as security for lease liabilities.

Amounts in DKK thousands

Notes to the parent company financial statements

12. OTHER RECEIVABLES

Cost at 1 January 2024
Foreign currency translation adjustments
Additions at cost
Disposals at cost

Cost at 31 December 2024

Carrying amount at 31 December 2024

13. DEFERRED TAX

Deferred tax at 1 January
Deferred tax for the year recognised in profit/loss for the year
Deferred tax for the year recognised in equity

Deferred tax at 31 December

Deferred tax is recognised as follows in the balance sheet:

Deferred tax assets
Deferred tax liabilities

Deferred tax relates to:

Intangible assets
Property, plant and equipment
Other liabilities

Provision for deferred tax is made at the tax rate at which temporary differences are expected realised on the basis of the adopted corporation tax rate of 22%.

14. SHARE CAPITAL

The share capital is distributed as follows:
6,000,000 shares of DKK 10

The share capital has changed as follows:

Share capital at formation	30.06.20
Cash capital increase	25.08.20
Capital increase	27.09.2
Capital reduction to cover losses	27.09.2
Capital increase through non-cash contribution	30.06.20
Issuance of new shares in DK Company A/S to IC Group A/S in connection with the acquisition of an enterprise	29.07.2
Capital reduction	

The Company holds no treasury shares at the balance sheet date. No acquisition or sale completed during the financial year.

15. DEBT

Credit institutions

The debt is expected to fall due for payment as follows:

0-1 year
1-5 year

16. SECURITY

The Company has entered into agreements (letters of credit) for the delivery of goods of DKK 14.8 million last year.

Investments in all significant group enterprises are provided as security for balances with

Amounts in DKK thousands

Notes to the parent company financial statements

17. CONTINGENT ASSETS AND LIABILITIES

Contingent liabilities

The Company has provided security to cover future lease obligations. Total security constitutes DKK 4.4 million compared to DKK 4.3 million in 2023.

In connection with its previous banking activities, the Company has been involved in legal proceedings concerning the professional liability of advisers. All prior proceedings have been closed by way of settlement. If the Company becomes party to future litigation and arbitration proceedings, claims may be raised against the Company.

The Company is jointly and severally liable with DK Company Vejle A/S, DK Company Cph A/S, DK Company Online A/S and DK Company Retail A/S for all group enterprises' banking arrangements with Jyske Bank A/S. The total liability amounted to DKK 80,7 million at 31 December 2024 and DKK 77,1 million at 31 December 2023.

The Company is jointly taxed with its parent Jens Poulsen Holding ApS as administration company and is jointly and severally liable with other jointly taxed companies for payment of corporation tax as from the accounting period of 2013, as well as for withholding tax on interest, royalties and dividends falling due on or after 1 July 2012. At 31 December 2024, the total amount outstanding in joint corporation tax is DKK 31.2 million compared to the DKK 16.2 million at 31 December 2023.

Operating lease liabilities comprise the following:

Shop leases and buildings:

- 0-1 year
- 1-5 year
- Over 5 years

Leased operating equipment, etc.:

- 0-1 year
- 1-5 year

The Company leases properties under operating leases. The typical lease term is between 1-10 years with the possibility of extension upon expiry.

In addition, the Company leases operating equipment etc. under operating leases. The lease term is typically between 1-4 years.

Amounts in DKK thousands

FINANCIAL INSTRUMENTS

The Company has entered into forward exchange contracts to hedge future purchases of future sale of goods in SEK, NOK, GBP, CHF and CAD. In relation to the market price at 31 December 2024, a capital gain is sustained in the amount of DKK 26,1 million and a capital loss of DKK -9,9 million and DKK -15,7 million and DKK -3,6 million at 31 December 2023 is recognised directly in equity, while a capital loss of DKK -6,3 million at 31 December 2023 is recognised in the income statement.

2024

Currency risks:

- USD
- SEK
- NOK
- GBP
- CHF
- CAD

2023

Currency risks:

- USD
- SEK
- NOK
- GBP
- CHF
- CAD

Residual maturity

- 0-12 months
- 0-10 months
- 0-5 months
- 0-8 months
- 0-17 months
- 0-6 months

Residual maturity

- 0-15 months
- 0-12 months
- 0-6 months
- 0-9 months
- 0-24 months
- 0-7 months

Notes to the parent company financial statements

18. RELATED PARTIES

Related parties with control

Related parties with control over DK Company A/S:

Name	Place of registered office	Basis of control
DKC Holding 2011 A/S	La Cours Vej 6, Ikast-Brande	Shareholder with the majority of voting rights
Jens Poulsen Holding ApS	La Cours Vej 6, Ikast-Brande	Shareholder with the majority of voting rights
Jens Poulsen	Søbjergvej 56, Ikast-Brande	Shareholder with ultimate control over DK Company A/S

Related party transactions

During the financial year, the Company's related party transactions were solely carried out on an arm's length basis.

The Company is included in the Consolidated Financial Statements of Jens Poulsen Holding ApS, Ikast-Brande.

19. SUBSEQUENT EVENTS

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

20. DISTRIBUTION OF PROFIT

Proposal for distribution of net profit

Reserve for net revaluation under the equity method
Retained earnings
Proposed dividend for the year

2024	2023
164,182	41,022
26,462	107,554
200,000	200,000
390,644	348,576

Amounts in DKK thousands



77 Company information



Midt Factoring A/S
Nygade 111
DK-7430 Ikast

79	Managements statement
80	Independent Auditor's Report



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

The Consolidated Financial Statements have been prepared in accordance with International Financial Reporting Standards as adopted by the EU and the additional requirements of the Danish Financial Statements Act. The Parent Company Financial Statements have been prepared in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class C (large enterprises).

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2024 and of the results of the Group's operations and cash flows for the financial period 1 January - 31 December 2024 and of the results of the Parent Company's operations for the financial period 1 January - 31 December 2024.

Moreover, in our opinion, Management's Review includes a true and fair account of the development in the operations and financial circumstances of the Group and the Parent Company, of the results for the year, and of the financial position of the Parent Company and the financial position as a whole of the enterprises comprised by the Consolidated Financial Statements as well as a description of the most significant risks and elements of uncertainty facing the Group and the Parent Company.

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

Ikast, 16 May 2025

EXECUTIVE BOARD

Jens Poulsen	Søren Skovdal Lauritsen	Jens Obel Jørgensen
Group CEO	Group CFO	CEO

BOARD OF DIRECTORS

Bo Boulund Knudsen	Lars Radoor Sørensen	Marianne Tochter
Chairman		
Jens Poulsen	Kasper Toftekær Philipsen	

To the Shareholders of DK Company A/S

Opinion

In our opinion, the Consolidated Financial Statements give a true and fair view of the Group's financial position at 31 December 2024 and of the results of the Group's operations and cash flows for the financial year 1 January to 31 December 2024 in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

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

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of DK Company 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 material accounting policy information, for both the Group and the Parent Company, as well as statement of comprehensive income and cash flow statement for the Group ("financial statements").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those

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

Statement on
Management's Review

Management is responsible for Management's Review.

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

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

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Finan-

cial Statements Act.

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

Management's Responsibilities for the Financial Statements

Management is responsible for the preparation of Consolidated Financial Statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act and for the preparation of Parent Company Financial Statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Group's and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Group or the Parent Company or to cease

operations, or has no other realistic alternative to do so.

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 expresses our opinion. Reasonable assurance is a high level of assurance, but it does not guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 a scepticism throughout the audit.

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and 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 due to fraud is higher than the risk of not detecting a material misstatement due to error, because fraud may involve collusion, forgery, intentional omissions, misstatements, or the override of internal control.

- error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
 - Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.
 - Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
 - Plan and perform the 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 Consolidated Financial Statements and the Parent Company 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.

Aarhus, 16 May 2025

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab

CVR No 33 77 12 31

Henrik Berring Rasmussen
State Authorized Public Accountant
mne34157

Christine Tveteraas
State Authorized Public Accountant
mne34341



