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# CONTENT

FRONT PAGE



The front page is a scene from a Balkan tour.

The Covid-19 pandemic has led many people to look for alternative destinations “closer to home.” But even before the pandemic, the Kilroy Group started composing travel products for nearby destinations like the Balkans to supplement those requiring longer travel. This development also reflects environmental trends toward slower travel, getting closer to nature and enjoying more people contact.

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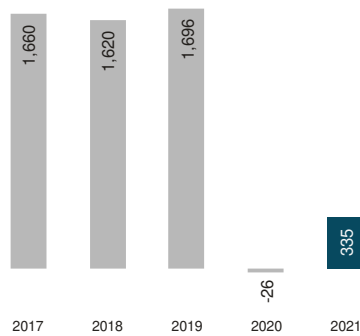
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# THE KILROY GROUP - AN OVERVIEW

By all standards, 2020 and 2021 were odd years - incomparable with any others. This overview is also less informative than usual. Still, we have retained it for future comparisons.

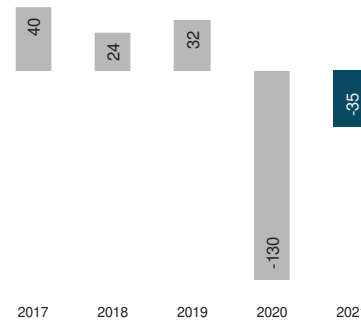
TURNOVER  
(DKK MILLION)

335



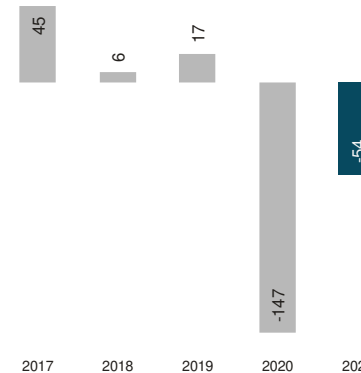
EBITDA  
(DKK MILLION)

-35



EBT  
(DKK MILLION)

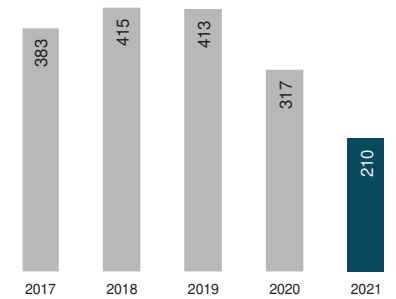
-54



NUMBER OF STAFF  
(FTE)

210

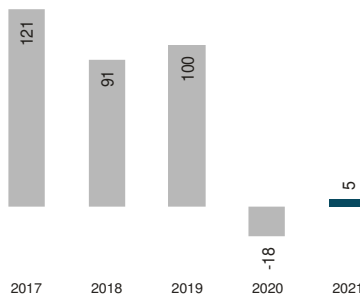
↓ 34%



EQUITY  
(DKK MILLION)

5

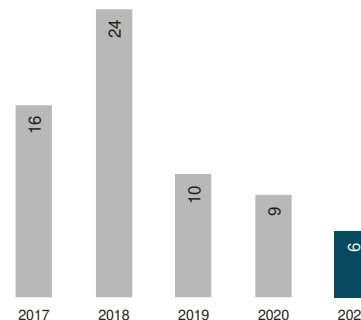
Including Subordinated loans



INVESTMENTS  
(DKK MILLION)

6

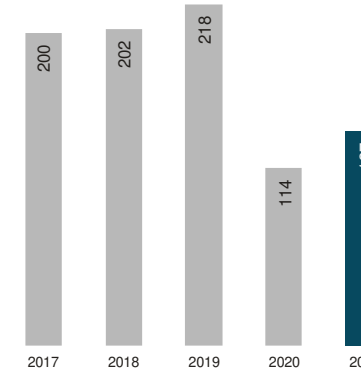
↓ 35%



CASH & BONDS  
(DKK MILLION)

137

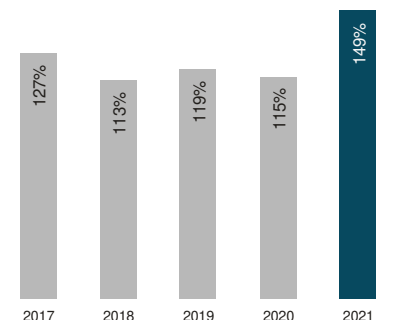
↑ 20%



LIQUIDITY RATIO  
(%)

149

↑ 34pp



# THE GROUP

Kilroy International A/S heads a European group of companies that are leaders in travel, educational counselling and student benefits.

The Group drives a number of brands in seven markets and employs more than 250 people.

## Brands

The Kilroy Group believes in strong brands to create long-term benefits for our customers and our company. We put considerable resources into broadening our knowledge and building our competences to meet these customers' evolving needs. We want our brands to have a clear and unique image in their minds – so they value our brands as the ultimate authority.

## Our responsibility

We strive to build the businesses of the Kilroy Group for the benefit not only of customers, but also for the environment and other stakeholders.

Long-term sustainability is imperative.

**BENNS**



**KiLROY**

Our customers dream of doing something different: Studying in a foreign country, achieving self-realization, exploring the world and sharing their experiences with others. We constantly try to fulfil these dreams in our own dedicated way.

**We make dreams happen!**

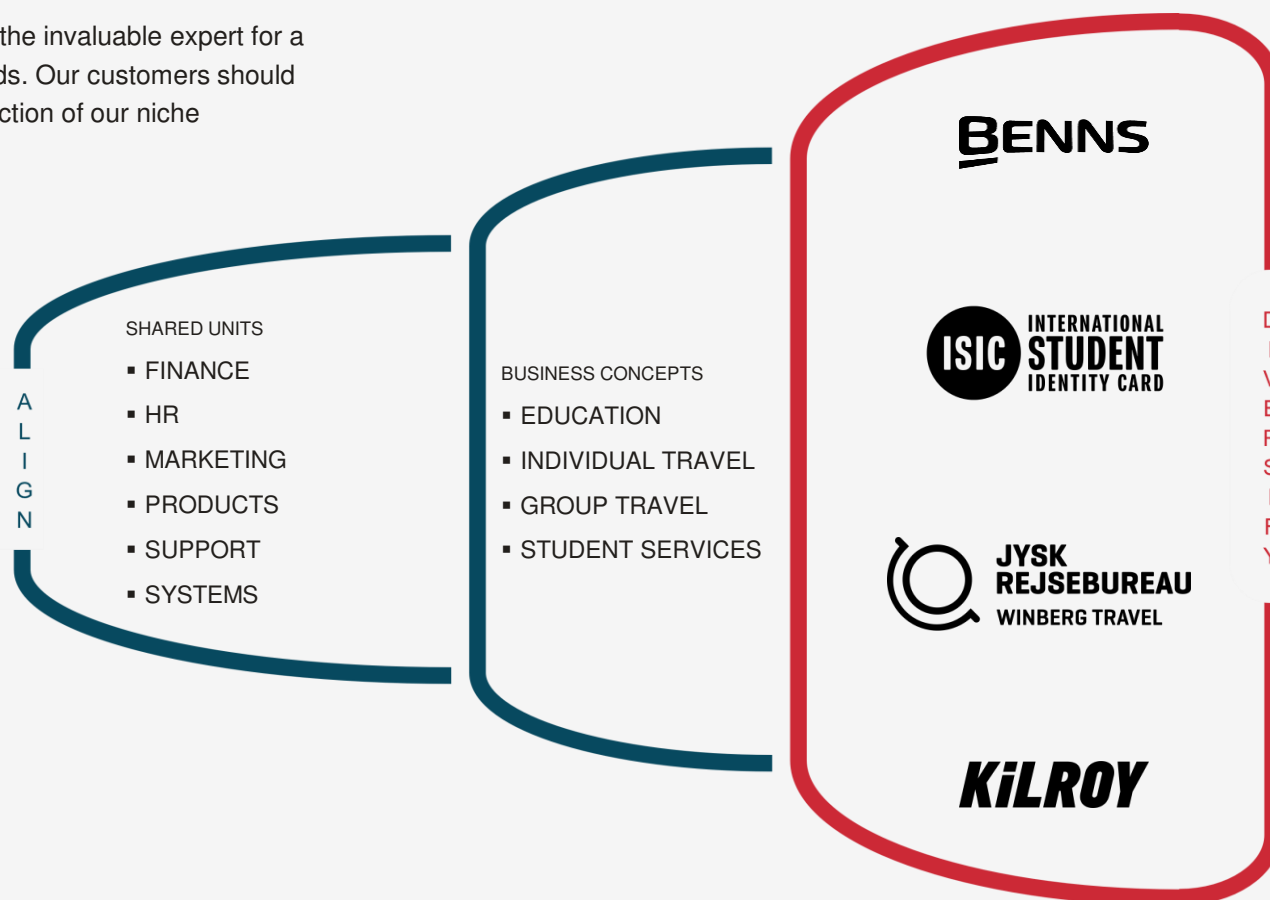
# BUSINESS PHILOSOPHY

The key challenge for most businesses is to create high-value products and services, and to do it with affordable and competitive pricing.

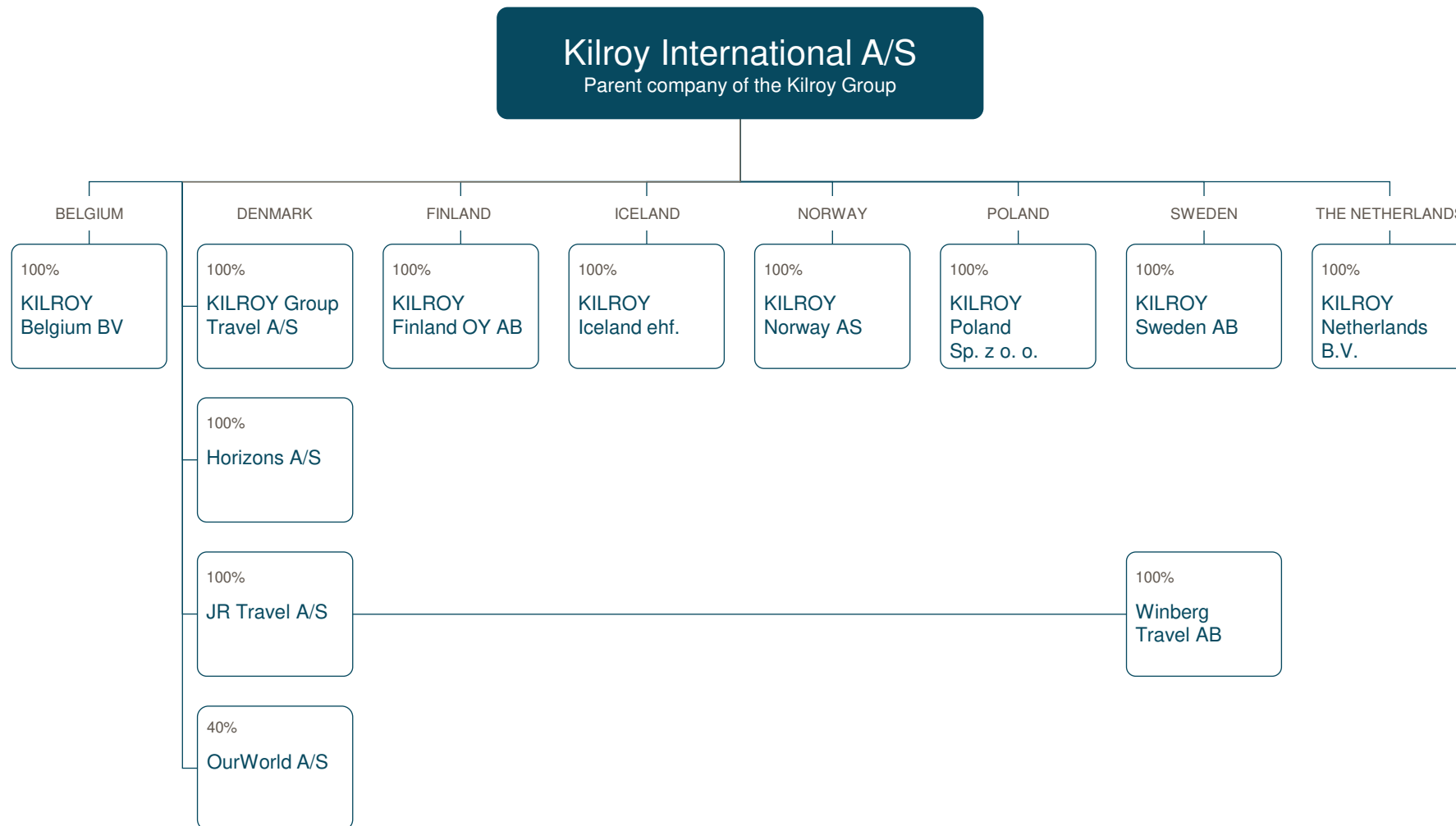
In the Kilroy Group, we align our operation for the extensive use of shared resources to reduce the cost per transaction.

We must still diversify and specialise our business to be the invaluable expert for a wide range of customer segments and their specific needs. Our customers should be able to meet us in different brands that provide a selection of our niche competences.

To ensure an effective monitoring of our business performance, the Kilroy Group's activities are separated into several business units that have full profit-and-loss responsibility.

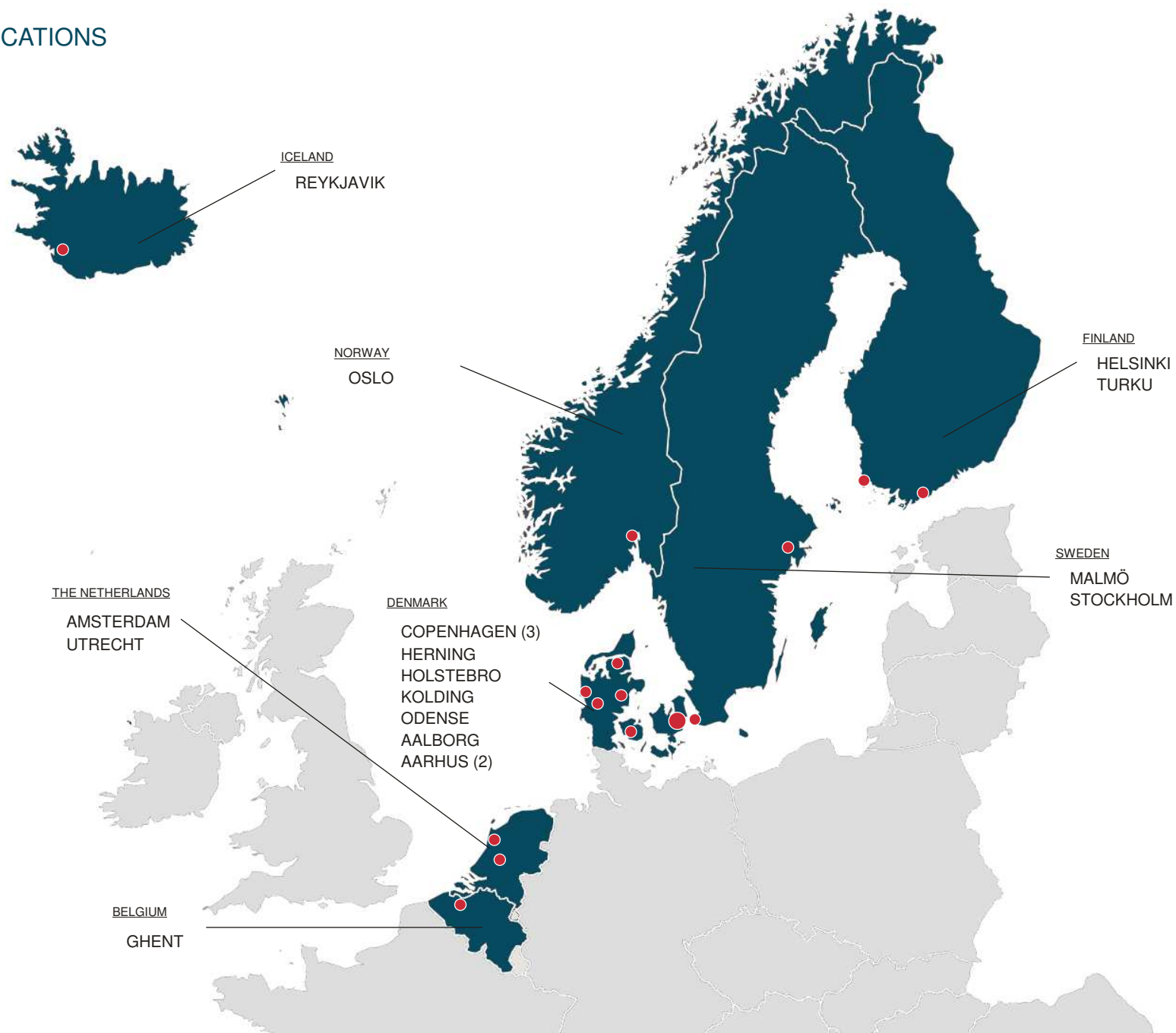


# LEGAL UNITS AS OF MAY 23, 2022



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# 7 MARKETS 19 LOCATIONS



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# HISTORY

THE FUTURE IS BUILT ON THE STRENGTH OF THE PAST!

March 1946



1946

Student organisations in all the Nordic countries establish travel agencies:

- DIS Rejser, Denmark
- Travela, Finland
- Univers Reiser, Norway
- SFS Resebyrå, Sweden

1951

Scandinavian Student Travel Service, (SSTS) is established by the Scandinavian student travel agencies with the objective of purchasing flight seats jointly on behalf of all the companies.



Over the years, SSTS develops into a travel organisation specialised in the production and wholesaling of student and youth tours.

In addition to its founders, SSTS also serves other student and youth travel agencies in Europe and the USA, and becomes a major travel operator.

1953

The ISIC Association is established as a The International Student Identity Card (ISIC) Association is established as a non-profit organization, providing an internationally accepted proof of bona fide student status. ISIC is endorsed by UNESCO.

1973/74

The global oil crisis has a heavy impact on student and youth travel, and subsequently, on SSTS' operations.

1987

SSTS is reorganised into a limited company. The majority shareholder is HYY Group, which is owned by the Student Union of Helsinki University.

1990

A wholesale company is established in Spain.

1991

SSTS and the Nordic travel agencies are merged into one group with SSTS as the parent company. The group's name is changed to **KILROY travels**.



The legend behind the name:

Young **James Kilroy** worked on the docks of Boston back in the 1940s. His job was to load the great steamships of that day with cases of cargo bound for every corner of the world.

One early November morning, the weather was grey and gloomy, and

*Kilroy felt more like staying indoors, sheltered and under cover. "Hey Kilroy," his foreman yelled, "You're daydreaming again. Can't you ever get anything done?" Kilroy was used to the foreman and his insults. And the cargo boxes were waiting to be loaded. There was no way around it: It had to be done, and he might as well get on with it.*

*But as Kilroy bent down to pick up one of the wooden boxes, he was struck by a great idea. With a piece of chalk, he wrote in big bold letters on each box:*

**KILROY WAS HERE!**

*As these cases turned up in foreign ports all around the world, Kilroy's spirit reached across the world as well - a really effective way of getting around! From that moment on, whenever the foreman shouted at Kilroy that he wasn't getting anything done, Kilroy just smiled. He knew better. In ports all over the world there were daily reminders that the foreman was wrong.*

*Kilroy knew that there's more than one way of crossing borders, and breaking through all kinds of barriers to be free and independent!*



# HISTORY

THE FUTURE IS BUILT ON THE STRENGTH OF THE PAST!

1994

The German youth travel agency ARTU is acquired.

1996

A sales company is established in the Netherlands.

1999

Benns Rejser A/S in Denmark is acquired. Part of the company is later changed to MyPlanet.

**BENNS**

2001

The Danish group travel company Team Travel is acquired and merged with group travel activities from Benns Rejser. The merged unit is branded Team Benns.

KILROY Group Travel A/S is established as a new parent company for group travel activities.

KILROY travels Germany ARTU GmbH, is sold.

2003

The Danish ski group travel operator, Peer Gynt, is acquired.

2004

Trading in the Spanish market is ceased.

2005

MyPlanet is divested.

KILROY acquires the ski operator, Ski-experten.

2006

The Danish ski operator Qvistgaard Rejser is acquired.

2007

All educational activities of the International Education Centre (IEC) of Norway are acquired.

The ownership structure is changed. A group of Nordic investors acquires 100% of the shares in Kilroy travels International A/S. The majority shareholder is Iceland Invest Ltd.

2008

All educational activities of IEC Online of Finland are acquired.

In addition, KILROY education is established in Denmark and the Netherlands.

2009

The name of the parent company of the Group is changed to Kilroy International A/S.

**KILROY**

All educational activities of StudyWorld of the Netherlands are acquired.

2010

Horizons A/S is established as a merger of KILROY Denmark and Jysk Rejsebureau.



All travel activities of Wasteels Rejser of Denmark are acquired.

An ownership stake is acquired in OurWorld A/S of Denmark.

2011

An ownership stake is obtained in Ski Group A/S which is established as a merger between the skiing activities of Team Benns Ski and Højmark Rejser.

A KILROY sales company is established in Iceland.

2013

The KILROY Foundation is established. An ownership stake is acquired in Frank Students, a Finnish company in charge of national student benefits.

2014

ISIC (International Student identity Card) is launched as a separate brand within the Kilroy Group.



2015

A KILROY sales company is established in Belgium.

All activities within Team Benns and tur.no is merged and branded BENNS.

2016

A KILROY sales company is established in Poland.

The ownership stake in Ski Group A/S is sold.

2018

The Swedish travel agency, Winberg Travel, is acquired.



2022

The ownership stake in Frank Students is divested.

**BENNS**

We believe in the importance of strong brands to create long-term benefits for our customers and our company!



**JYSK REJSEBUREAU  
WINBERG TRAVEL**



***KILROY***

# BRAND PER MARKET 2021 TURNOVER IN MILLION DKK



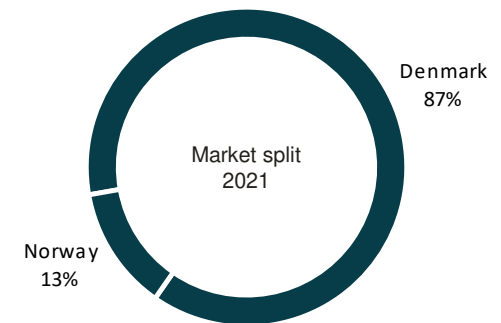
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Brands  
**BENNS**



Since 1963, BENNS has specialised in tailormade travel experiences. BENNS focuses on overseas destinations and travel types such as safaris, cruises, guided tours and round trips in motor campers, for example. BENNS targets the 50+ segment: those with an active lifestyle, financial flexibility and the curiosity to experience – rather than just “see” – a destination.

Read more at [benns.com](https://www.benns.com)



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# Brands

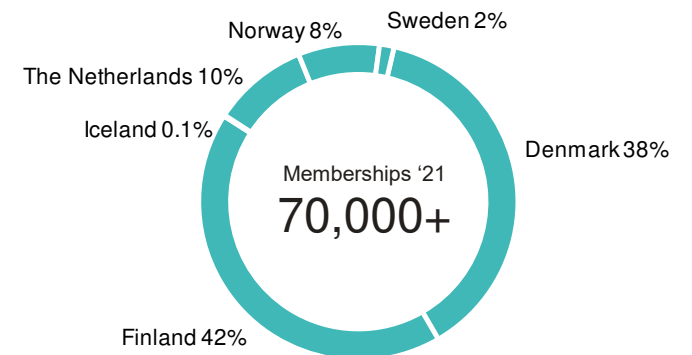
## ISIC

ISIC (International Student Identity Card) is the only internationally recognised proof of fulltime student status. The ISIC app and virtual ID are available in more than 100 countries. KILROY holds the license authority of ISIC in six markets, and four of these rank in the Top 15 of global app profile activations.

ISIC is a nonprofit organisation, where focus is on growing the member base to become a valuable lead driver for the Kilroy Group.



Read more at [isicdanmark.dk](https://isicdanmark.dk) / [isic.fi](https://isic.fi) / [isic.is](https://isic.is) / [isic.no](https://isic.no) / [isic.nl](https://isic.nl) / [isic.se](https://isic.se)



Brands

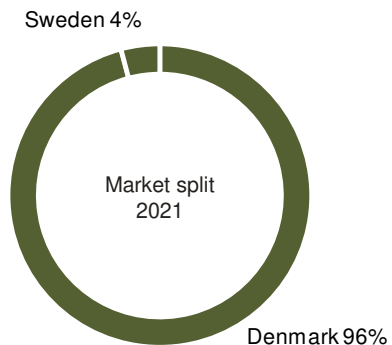
# JYSK REJSEBUREAU & WINBERG TRAVEL

Jysk Rejsebureau has been tailoring tours for the adventurous traveller for decades.

The sales consultants are experienced travellers themselves. They focus on giving customers the chance to discover places that are often found only where the roads turn into trails. Their product is to compose trips with a high content of “sensing the world” – journeys that are unique in experience yet affordable.

Winberg Travel was acquired in 2018 with the aim of expanding the strong concept of Jysk Rejsebureau into Sweden. Winberg has a longstanding position in that country and continues to operate under the Winberg brand.

Read more at [jr.dk](http://jr.dk) and [wt.se](http://wt.se)



Brands

## KILROY

“Giving young people a greater perspective on the world through travel.”

### Our manifesto

The impact of traveling should never be underestimated. A journey isn't just "time off."

It's an experience. We believe that traveling the world and seeing different cultures makes for a better you, and thus, a better world.

Experience has taught us that the person who ends a journey is different from the one who started it.

Traveling is much more than just leaving home. It's meeting the world.

New people, new places, new perspectives.

As we see it, these elements can make a powerful force for good. They can shift mindsets and give us a new outlook on the world.

**That's why we believe in the power of travel.**

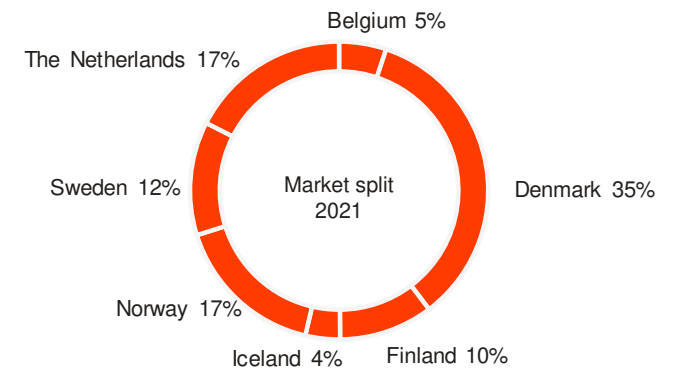


Read more at [kilroy.net](https://kilroy.net)

### We sell experiences that are tailored to grow and transform travellers.

Experienced and passionate advisors act as curators to match customers' needs and desires for their next life-defining trip:

- Backpacking – combined with activities and adventures
- Around-the-world – or other flexible, multi-stop trips
- Education abroad
- Working abroad – volunteer jobs and internships
- Group travel with an educational purpose



# MANAGEMENT'S REPORT

Turnover increased to DKK 335 million from a negative turnover of DKK 26 million in 2020. Despite this improvement, the 2021 result for the Kilroy Group was very much affected by the continuation of the Covid-19 pandemic.

The operating loss (EBITDA) was DKK 35 million, compared with a loss of DKK 130 million in 2020. The loss before tax (EBT) was DKK 54 million.

As was the case in the preceding year, 2021 was again most unusual, and the financial result was disappointingly lower than expected.

2021 became a “stop-and-go” year. The pandemic caused governments in the markets where the Kilroy Group operates to restrict travel for several months, then open them for some destinations, only to close them once more. The effect was that sales carried out under the assumption it could be effectuated had to be refunded to customers again.

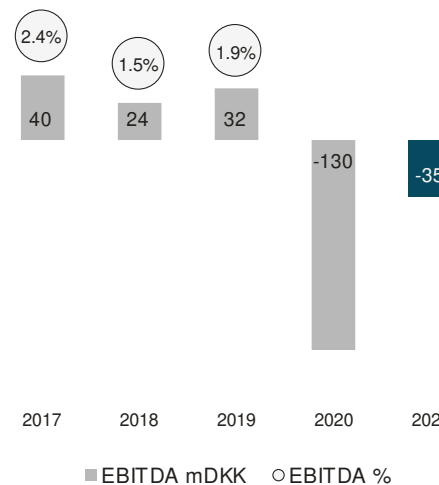
The cost reductions which were initiated in 2020 had full impact in 2021 and the various governmental relief programs, which were introduced in 2020, continued in

2021. The Group has made use of these programs to the extent possible, however, anticipating an attempted restart of sales.

During 2021, the Group applied for DKK 34 million in direct compensation and DKK 8 million in long-term loans for travel refunds.

The Board of Directors expressed dissatisfaction with the result, but again acknowledged the special situation caused by the pandemic.

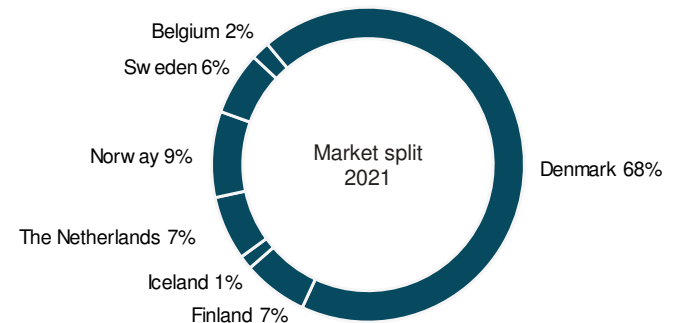
The EBITDA development for the Kilroy Group is shown in the chart below.



## Market environment

2021 demonstrated very fragmented market situations. In some of the Group's markets, there was a genuine desire for travel and it was only the restrictions that prevented a full-scale effectuation. In other markets, the recovery has been slow even after the restrictions were lifted, most likely because of the psychological impact.

The Group's turnover per market is illustrated in the chart below.





## Distribution

The conventional perception of online versus offline distribution is losing its relevance, as customers exhibit increasingly diversified behaviour when planning and executing a purchase. The Kilroy Group recognizes the need to offer a wide range of contact and selling points for the customers' discretionary use. But as always, personal counselling is still at the core.

The pandemic clearly accelerated the use of online meetings but the Kilroy Group continues to believe in the value of physical presence, where customers can meet their advisors face-to-face. During 2021 the portfolio of the Group's locations was revised. Most locations remain. However, it has been decided to close the KILROY shop locations in the Haque, Groningen, Bergen and Trondheim. In Reykjavik, a new KILROY location was signed, and it opened in March 2022.

## Ownerships and M&A

In 2021, all the owners of OY Frank Students AB started a strategic divestment process. This was concluded in

February 2022 with the effect that also OY KILROY Finland AB divested its share stake of 52% in OY Frank Students AB. Despite the divestment, the Kilroy Group will continue close cooperation with OY Frank Students AB via the ISIC and KILROY brands.

No other M&A transactions took place in 2021. However, a few opportunities were investigated as they emerged from the special market conditions.

The Kilroy Group will continue to explore M&A opportunities in businesses and assets that can contribute to long-term growth and profitability.

## The youth and student ticket

What today is known as the Kilroy Group was the founder of the special student and youth flight tickets, and for decades the Kilroy Group has been active in the Student Air Travel Association (SATA) which facilitates travel opportunities for students and young people.

Originally, this type of travel was conducted on the SATA member's own flight ticket stock, and settlement took place after the ticket was flown. This is also known as the flown revenue concept. The SATA ticket met the

demands of a special segment of students and other young people who often travel for longer periods – at affordable prices and with a high degree of flexibility. While the Kilroy Group strives to keep these demands in focus, it's also streamlining the business to meet our suppliers' demand for seamless integration. We pursue this via industry-standard settlement procedures to ensure cost efficiency, both for the Kilroy Group and for the airlines.

The unique youth and student ticket has been the instrument for serving thousands of young people while en route. This service is provided primarily online from a central service team in Copenhagen.

## Technology

A condition for the Group's continued development is reducing transaction costs so we can focus employees' time on creating more value for our customers. Investments in technology, alignment of work processes and, not least, upgrading employees' competences are crucial for our long-term success.

All sales units use the same IT-platform, which paves the way for accelerating and unifying best practices. Our internal software development is performed in-house to ensure customer centricity, and to minimize time-consuming dependency on external partners. Thus, creation and maintenance of software has become an integrated element of our business.

For processes where alignment and efficiency exceed the importance of customer focus and differentiation, it remains a priority to use mainstream technology and cloud services in all parts of our systems infrastructure. Most system costs are based on long-term maintenance contracts. This ensures readiness for the adoption of the newest market trends and developments.

## Data Ethics

The Kilroy Group has always maintained a high standard of data ethics throughout the organization. The recent Danish Financial Statements Act, implemented in 2021, now requires us to formalize our data ethics policy and report on our progress in compliance. A working group in the Group expects to present the new policy and report to employees in 2022.

## Organisation

**2021 has been a stressful year for our staff. Extreme workload, furlough, impatient customers and, not least, uncertainty regarding our industry's sustainability – and still our people showed robust commitment and resilience. Respect and “Thank you” are appropriate words to express!**

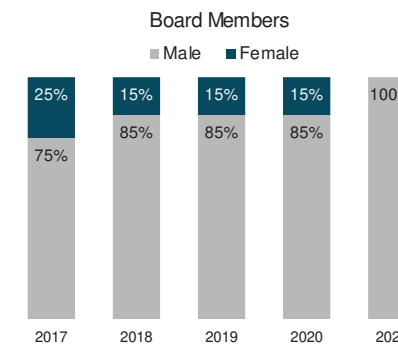
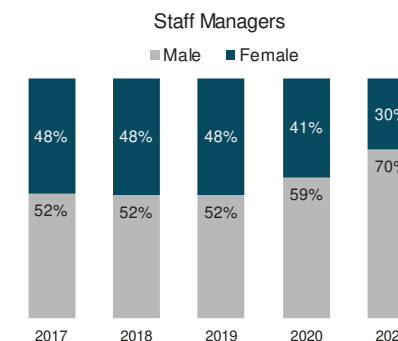
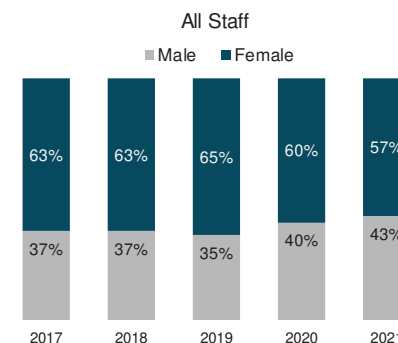
The average number of employees (fulltime equivalent or FTE) in 2021 was 210, compared with 317 in 2020. The downsizing of the organisation at the beginning of the pandemic had full effect in 2021, and reached a low point of 150 FTE in April 2021. At the time of the approval of the 2021 accounts, the organisation had grown to approximately 235 FTE.

As for gender, the Kilroy Group has always practised the policy of “best person for the job.” However, as an integrated part of our CSR priorities, the Kilroy Group has set targets for including more women in management positions, including representation in the Board of Directors. The policy can be found on [kilroy.net/policies](http://kilroy.net/policies).

These targets have not yet been met, or are unlikely to be met, due to the inherent owner and management structure of the Group. Consequently, the Board of Directors is to review and set new targets with due consideration to the Group's structure.

The charts to the right illustrate the gender mix in various functions.

*“Staff Managers” are all managerial positions ranging from team leaders to registered directors.*



## Equity

As a direct consequence of the pandemic, the Group's share capital was increased in April 2021 in connection with reestablishment of the equity. The pandemic completely eroded the Group's equity in 2020, including free reserves of DKK 100 million.

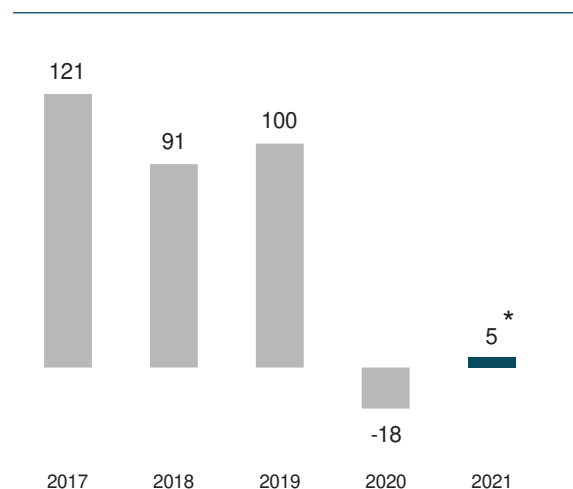
Consequently, it was necessary to reestablish the equity and liquidity to a level that ensured that the Group could continue operation and move forward. This was completed at the end of April 2021 and now consists of new capital from the current owners, subordinated loans from Vækstfonden (the Danish state's investment fund) and the majority owner. The management expects to restore the equity to the pre-pandemic level by means of earnings in the coming years.

With the loss in 2021, the Group equity remains negative – although it appears positive in light of the subordinated loans.

The Group's liquidity is healthy, however, and growing with the sales recovery.

The Board proposes that no dividend be paid for the year 2021. Future dividends will be proposed according to the governance associated with the subordinated loans mentioned above, as well as the Kilroy Group's expansion plans, consolidation, and liquidity requirements.

The development of equity for the Kilroy Group is shown in the chart below.



\* Including subordinated loans of DKK 52 million

## Risk assessment

Operating globally, the travel industry is by nature affected by numerous risks. The majority of these are beyond our control, such as war, terror, natural disasters, disease, and political unrest. The Covid-19 pandemic is a prime example of an uncontrollable event.

Every link in the value chain is constantly challenged, either by traditional suppliers, new players or by the customers themselves. As in many other industries, the Internet has created an atmosphere of "direct trading is cheapest." We address this challenge by constantly

focusing on internal training and customer service, and by making value-addition tangible and apparent to our customers. The financial risk of doing business in multiple countries and currencies is reduced through cautious execution by the Kilroy Group's cash management function. It has established policies to ensure that currency exposure is mitigated to the extent possible.

The Group only hedges commercial exposures. The primary financial instruments include currency forward contracts.

## Shareholder information & annual report

The ownership structure remained unchanged in 2021 as the Danish company, SSTS A/S, holds 100% of the shares in Kilroy International A/S.

SSTS A/S currently has no other activities than the ownership of the Kilroy Group. The company is owned by a group of Nordic investors who have, or have had, management positions within the Group. Detailed information about the group of owners can be found in note 17.

The Annual Report of Kilroy International A/S is included in the Annual Report of SSTS A/S.

The Annual Report of SSTS A/S can be obtained from: SSTS A/S, Nytorv 5, 1450 Copenhagen K, Denmark

## Auditing

KPMG is the main auditor of the Group.

## Guidance for 2022

In the beginning of 2022, the Group was still experiencing aftershocks of the pandemic. However, important destinations were becoming available for tourism again, raising hopes that 2022, step by step, will restore some normalcy into the travel industry

The budgeted expectation for 2022 is that the Kilroy Group will deliver a profit (EBITDA) in the range of DKK 0 to DKK 5 million. At the time of the approval of the 2021 accounts, some of the markets in which the Group operates showed strong recovery trends, whereas others were only slowly getting back to normal. Despite this fragmented development, it is the management's view that the budgeted goal is achievable.

In February 2022, war broke out in Ukraine, and it has the potential to escalate with catastrophic consequences. The current zones of conflict are not key destinations for the Kilroy Group, so the imminent impact is considered minimal for 2022. Still, the economic challenges stemming from the war are expected to have a negative impact beyond 2022 and on the travel industry in general in our Group's markets.

No material events have occurred since the balance sheet date that would affect the assessment of the Annual Report for 2021.

## Corporate Social Responsibility (CSR)

The Kilroy Group is committed to managing the social and environmental impact of our direct and indirect operations in a sustainable manner. We strive to reduce our consumption of natural resources and at the same time, enable anyone who wants to travel to do so, and benefit from it. We encourage our partners to do the same. Our business involves activities that can, if not managed properly, cause negative social or environmental impact. We take our responsibility seriously as we commit to helping fight climate change and support human rights.

We strive to align our efforts in compliance with the United Nations' Sustainable Development Goals, and report annually on our progress.

Additional and detailed information about the Kilroy Group's CSR policies and approach can be found on [kilroy.net/about-us/policies](https://kilroy.net/about-us/policies).

# FINANCIAL STATEMENTS

Financial Year January 1 - December 31, 2021

The Kilroy Group – Consolidated  
Kilroy International A/S – Parent Company

# GROUP KEY FIGURES - DKK

		2021	2020	2019	2018	2017
<b>Profit &amp; Loss Account</b> (DKK million)						
Turnover		335	-26	1,696	1,620	1,660
EBITDA		-35	-130	32	24	40
EBIT		-50	-149	13	7	28
Net financials		-4	2	4	-1	17
EBT		-54	-147	17	6	45
Net profit for the year		-45	-119	8	1	36
<b>Balance Sheet</b> (DKK million)						
Cash and bonds		137	114	218	202	200
Current assets		310	277	393	381	386
Total assets		332	309	436	435	429
Capital expenditure		6	9	10	24	16
Equity		-47	-18	100	91	121
Current liabilities		208	240	331	338	304
Cash flow from operating activities		3	-204	31	44	37
<b>Key Figures</b>						
EBITDA - Margin (%)	EBITDA / turnover	-10.3	NA	1.9	1.5	2.4
EBIT - Margin (%)	EBIT / turnover	-15.0	NA	0.8	0.4	1.7
Return on assets (%)	EBIT / total assets	NA	NA	3.0	1.6	6.5
Return on equity (%)	Net profit / average equity	NA	NA	8.6	1.4	28.9
Liquidity ratio (%)	Current assets / current liabilities	148.7	115.2	118.7	112.8	127.0
Equity ratio (%)	Equity (excl. minority interests) / total assets	-14.2	-5.7	22.9	20.8	28.3
Earnings per share (DKK)	Net profit / number of shares	-250.2	-669.6	45.7	8.3	201.1
Cash flow per share (DKK)	Cash flow from operating activities / number of shares	15.2	-1,146.2	176.3	247.5	207.2
Proposed dividend (DKK million)		0.0	0.0	0.0	0.0	33.0
Average number of fulltime employees (FTE)		210	317	413	415	383

# GROUP KEY FIGURES - EUR

		2021	2020	2019	2018	2017
<b>Profit &amp; Loss Account</b> (EUR million)						
Turnover		45.1	-3.5	227.6	217.4	223.1
EBITDA		-4.7	-17.5	4.3	3.2	5.4
EBIT		-6.7	-20.0	1.7	0.9	3.7
Net financials		-0.5	0.2	0.5	-0.1	2.3
EBT		-7.3	-19.7	2.2	0.9	6.0
Net profit for the year		-6.0	-16.0	1.1	0.2	4.8
<b>Balance Sheet</b> (EUR million)						
Cash and bonds		18.4	15.2	29.1	27.1	26.8
Current assets		41.7	37.0	52.6	51.0	51.9
Total assets		44.7	41.4	58.4	58.2	57.7
Capital expenditure		0.7	1.1	1.4	3.2	2.2
Equity		-6.4	-2.4	13.4	12.1	16.3
Current liabilities		28.0	32.2	44.3	45.2	40.9
Cash flow from operating activities		0.4	-27.4	4.2	5.9	5.0
<b>Key Figures</b>						
EBITDA - Margin (%)	EBITDA / turnover	-10.3	NA	1.9	1.5	2.4
EBIT - Margin (%)	EBIT / turnover	-15.0	NA	0.8	0.4	1.7
Return on assets (%)	EBIT / total assets	NA	NA	3.0	1.6	6.5
Return on equity (%)	Net profit / average equity	NA	NA	8.6	1.4	28.9
Liquidity ratio (%)	Current assets / current liabilities	148.7	115.2	118.7	112.8	127.0
Equity ratio (%)	Equity (excl. minority interests) / total assets	-14.2	-5.7	22.9	20.8	28.3
Earnings per share (EUR)	Net profit / number of shares	-33.6	-89.8	6.1	1.1	27.0
Cash flow per share (EUR)	Cash flow from operating activities / number of shares	2.0	-153.5	23.6	33.1	27.8
Proposed dividend (EUR million)		0.0	0.0	0.0	0.0	4.4
Average number of fulltime employees (FTE)		210	317	413	415	383

# PROFIT & LOSS ACCOUNT

January 1 - December 31

Note		Group		Parent	
		2021 tDKK	2020 tDKK	2021 tDKK	2020 tDKK
2	Turnover	335,305	-25,737	48,415	62,130
3	Other operating income	29,352	51,919	3,719	1,348
	Cost of products	-262,171	35,704	0	0
	<b>Gross profit</b>	<b>102,486</b>	<b>61,886</b>	<b>52,133</b>	<b>63,478</b>
4	Sales and administration	-40,927	-53,758	-11,411	-16,068
5	Personnel	-96,228	-138,215	-28,136	-38,210
	<b>EBITDA</b>	<b>-34,669</b>	<b>-130,087</b>	<b>12,586</b>	<b>9,200</b>
6	Depreciations and amortizations	-15,474	-18,888	-10,187	-12,374
	<b>EBIT</b>	<b>-50,143</b>	<b>-148,975</b>	<b>2,399</b>	<b>-3,174</b>
7	Result from shares in subsidiaries	-	-	-44,672	-116,224
8	Financial income, net	-3,780	1,800	-1,387	437
	<b>Result before extraordinary items</b>	<b>-53,923</b>	<b>-147,174</b>	<b>-43,659</b>	<b>-118,961</b>
	Extraordinary expenses	0	0	0	0
	<b>EBT</b>	<b>-53,923</b>	<b>-147,175</b>	<b>-43,660</b>	<b>-118,961</b>
9	Tax	9,287	27,718	-589	636
10	<b>Net profit for the year</b>	<b>-44,636</b>	<b>-119,456</b>	<b>-44,249</b>	<b>-118,325</b>
	Gain/loss attributable to minority interest	387	1,131		
	<b>Result attributable to Kilroy International A/S</b>	<b>-44,249</b>	<b>-118,325</b>		

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# BALANCE SHEET

December 31

Note	ASSETS	Group		Parent	
		2021 tDKK	2020 tDKK	2021 tDKK	2020 tDKK
	<b>FIXED ASSETS</b>				
	Software	12,640	19,420	12,638	17,539
	Goodwill	3,937	8,951	0	0
6	<b>Intangible fixed assets</b>	<b>16,577</b>	<b>28,371</b>	<b>12,638</b>	<b>17,539</b>
	Land and buildings	575	608	0	0
	Leasehold improvements	1,077	1,703	7	12
	IT hardware and other equipment	1,309	1,516	542	838
6	<b>Property, plant and equipment</b>	<b>2,961</b>	<b>3,827</b>	<b>549</b>	<b>850</b>
7	Shares in subsidiaries	0	0	23,745	19,742
11	Shares in associated companies	627	616	559	559
	Other financial assets	2,270	0	0	0
	<b>Financial fixed assets</b>	<b>2,897</b>	<b>616</b>	<b>24,304</b>	<b>20,301</b>
	<b>TOTAL NON-CURRENT ASSETS</b>	<b>22,435</b>	<b>32,814</b>	<b>37,491</b>	<b>38,690</b>
	<b>CURRENT ASSETS</b>				
	<b>Inventories</b>	<b>1,273</b>	<b>1,473</b>	<b>0</b>	<b>0</b>
	Trade debtors	59,151	13,452	0	0
	Amounts due from group enterprises	0	0	7,946	26,396
9	Deferred tax asset	35,631	25,123	0	0
	Tax asset	343	1,711	0	0
	Other receivables	9,647	16,932	659	2,796
12	Prepaid expenses and accrued income	55,628	90,365	6,903	693
	Intra group loans	11,245	13,866	11,245	13,866
	<b>Total receivables</b>	<b>171,645</b>	<b>161,449</b>	<b>26,753</b>	<b>43,751</b>
	<b>Cash at bank and in hand</b>	<b>136,899</b>	<b>113,643</b>	<b>99,880</b>	<b>87,548</b>
	<b>TOTAL CURRENT ASSETS</b>	<b>309,817</b>	<b>276,565</b>	<b>126,633</b>	<b>131,299</b>
	<b>TOTAL ASSETS</b>	<b>332,252</b>	<b>309,379</b>	<b>164,124</b>	<b>169,989</b>

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# BALANCE SHEET

December 31

Note	LIABILITIES	Group		Parent	
		2021 tDKK	2020 tDKK	2021 tDKK	2020 tDKK
	<b>EQUITY</b>				
	Share capital	18,000	17,839	18,000	17,839
	Share premium	0	0	9,839	0
	Retained earnings	-65,252	-35,582	-75,091	-35,582
		<b>-47,252</b>	<b>-17,743</b>	<b>-47,252</b>	<b>-17,743</b>
	Minority interests	0	-3,085	-	-
	<b>TOTAL EQUITY</b>	<b>-47,252</b>	<b>-20,828</b>	<b>-47,252</b>	<b>-17,743</b>
	<b>SUBORDINATED LOAN</b>				
	Subordinated loan	52,023	2,275	52,023	0
	<b>TOTAL PROVISIONS</b>	<b>52,023</b>	<b>2,275</b>	<b>52,023</b>	<b>0</b>
	<b>PROVISIONS</b>				
	Other provisions	1,843	1,843	58,811	19,163
9	Deferred tax	0	0	2,394	3,399
	<b>TOTAL PROVISIONS</b>	<b>1,843</b>	<b>1,843</b>	<b>61,205</b>	<b>22,562</b>
	<b>LONG-TERM LIABILITIES</b>				
13	Long-term debt	117,347	85,969	14,986	0
	<b>TOTAL LONG-TERM LIABILITIES</b>	<b>117,347</b>	<b>85,969</b>	<b>14,986</b>	<b>0</b>
	<b>CURRENT LIABILITIES</b>				
13	Short-term of long-term debt	955	73,976	0	0
	Trade creditors	107,447	19,121	7,677	3,345
	Amounts owed to group enterprises	0	0	65,001	139,571
	Current tax payables	1,606	0	1,606	0
	Other liabilities	38,100	70,185	2,953	8,863
	Accrued liabilities	9,805	19,575	5,925	13,391
14	Advance payments	50,378	57,263	0	0
	<b>TOTAL CURRENT LIABILITIES</b>	<b>208,291</b>	<b>240,120</b>	<b>83,162</b>	<b>165,170</b>
	<b>TOTAL LIABILITIES</b>	<b>332,252</b>	<b>309,379</b>	<b>164,124</b>	<b>169,989</b>
15	<b>Contingent assets, liabilities and collaterals</b>				
16	<b>Group Enterprises</b>				
17	<b>Related parties</b>				
18	<b>Events after the balance sheet date</b>				

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# STATEMENT OF CHANGES IN EQUITY

December 31

## EQUITY

<b>GROUP</b>	Issued capital tDKK	Retained earnings tDKK	Proposed dividend tDKK	Shareholders' equity 2021 tDKK
<b>Balance as at 1 January</b>	<b>17,839</b>	<b>-35,582</b>	<b>0</b>	<b>-17,743</b>
Capital increase	161	9,839	0	10,000
Other adjustments	0	5,304	0	5,304
Exchange rate adjustments	0	-564	0	-564
Result of the year	0	-44,249	0	-44,249
<b>Balance as at 31 December</b>	<b>18,000</b>	<b>-65,252</b>	<b>0</b>	<b>-47,252</b>

<b>PARENT</b>	Issued capital tDKK	Share premium tDKK	Retained earnings tDKK	Proposed dividend tDKK	Shareholders' equity 2021 tDKK
<b>Balance as at 1 January</b>	<b>17,839</b>	<b>0</b>	<b>-35,582</b>	<b>0</b>	<b>-17,743</b>
Capital increase	161	9,839	0	0	10,000
Other adjustments	0	0	5,304	0	5,304
Exchange rate adjustments	0	0	-564	0	-564
Result of the year	0	0	-44,249	0	-44,249
<b>Balance as at 31 December</b>	<b>18,000</b>	<b>9,839</b>	<b>-75,091</b>	<b>0</b>	<b>-47,252</b>

The share capital comprises of 178.390 shares of DKK 100 each and is not divided into classes.  
There has been no changes to issued capital during the past five years.

# CASH FLOW STATEMENT

January 1 - December 31

	Group		Parent	
	2021 tDKK	2020 tDKK	2021 tDKK	2020 tDKK
<b>EBIT</b>	-50,143	-148,974	2,398	-3,174
<b>Adjustments for non-cash items</b>				
Depreciation	15,474	18,888	10,187	12,374
Exchange rate and other adjustments	1,820	520	-50	-4,090
<b>Working capital</b>				
Change in inventories	200	49	0	0
Change in receivables	-3,677	14,704	7,278	-53,687
Change in other provisions	0	0	0	14,348
Change in trade creditors	88,326	-193,750	4,332	-1,581
Change in other liabilities	-47,135	104,554	-85,663	-12,344
<b>Cash flow from operating activities before financial items</b>	<b>4,865</b>	<b>-204,009</b>	<b>-61,518</b>	<b>-48,154</b>
Net interest income, etc.	-4,707	2,330	-2,578	2,237
Paid taxes	2,545	-2,800	1,782	-3,972
<b>Cash flow from operating activities</b>	<b>2,703</b>	<b>-204,479</b>	<b>-62,314</b>	<b>-49,889</b>
Purchase/sale of shares	5,383	0	0	0
Purchase/sale of bonds	0	91,750	0	74,158
Purchase of plant, operating equipment etc.	-5,575	-8,543	-4,984	-8,027
<b>Cash flow from investment activities</b>	<b>-192</b>	<b>83,207</b>	<b>-4,984</b>	<b>66,131</b>
Capital injection	10,000	0	10,000	0
Contributions to subsidiaries	0	0	0	-12,822
Loan to group enterprises	2,621	23,595	2,621	23,595
Long-term debt	-41,643	85,087	14,986	0
Subordinated loan	49,748	340	52,023	0
Dividends paid/received	20	0	0	36,000
<b>Cash flow from financial activities</b>	<b>20,746</b>	<b>109,022</b>	<b>79,630</b>	<b>46,773</b>
<b>Net cash flow from operating, investing and financing activities</b>	<b>23,257</b>	<b>-12,250</b>	<b>12,332</b>	<b>63,015</b>
Cash and cash equivalents at the beginning of the year	113,643	125,893	87,548	24,533
<b>Cash and cash equivalents at the end of the year</b>	<b>136,899</b>	<b>113,643</b>	<b>99,880</b>	<b>87,548</b>

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# ACCOUNTING POLICIES

## General

The Annual Report for 2021 for Kilroy International A/S is presented in accordance with the provisions of the Danish Financial Statements Act governing reporting large class C companies.

The consolidated accounts are presented in Danish kroner (DKK thousand), which is the Parent Company's base currency.

The accounting policies used in the preparation of the consolidated financial statements and the parent company financial statements are consistent with last year. There has been minor reclassifications in the income statement and the balance sheet. Comparative figures have been restated accordingly.

## Consolidated Accounts

The consolidated accounts comprise the parent company, Kilroy International A/S, and all subsidiaries in which the parent company controls more than 50% of the voting rights, directly or indirectly.

The consolidated accounts are prepared by adding items of a similar nature in the accounts of Kilroy International A/S and its subsidiaries.

Subsidiary accounts that are included in the consolidated accounts are prepared in accordance with the accounting policies of the parent company.

Profit and loss statements of foreign subsidiaries are translated into Danish kroner (DKK) using the average exchange rates for the year. Balance sheet items are translated at the exchange rate at the end of the year.

Exchange rate adjustments of the equity of foreign subsidiaries at the beginning of the year, and exchange rate adjustments of the profit and loss accounts from average rates to year-end rates, are posted against the Group shareholders' equity. In the consolidation of the accounts, intercompany income and expenses, intercompany accounts, and intercompany profits and

losses are eliminated. The parent company's share in a subsidiary is calculated as its share of the subsidiary's net assets.

Companies in which the Group holds between 20% and 50% of the share capital without having obtained significant influence are considered as associated companies and are measured at cost.

## Business combinations

When acquiring new entities, the purchase method is applied under which identifiable assets and liabilities are measured at fair value at the date of acquisition. Restructuring costs recognized in the acquiring company at the acquisition date that are not a part of the acquisition are included in the pre-acquisition balance sheet and thus the determination of goodwill. Restructuring that is adopted after the acquisition is recognized in the income statement. The tax effect of revaluations is recognized as deferred tax.

Positive differences (goodwill) between cost and the fair value of identifiable assets and liabilities acquired, including restructuring provisions, are recognized as intangible assets and amortized systematically in the income statement based on an individual assessment of the useful life. Negative goodwill is recognized as income in the income statement at the acquisition date when the usual conditions for recognition of income are met.

Newly acquired or newly established entities are recognized in the consolidated financial statements at the date of acquisition or establishment. Divested entities are recognized in the consolidated income statement up to the date of divestment. Comparative figures are not restated to reflect acquisitions or divestments.

Gains or losses on the divestment of subsidiaries and associates are calculated as the difference between the sales amount and the carrying amount of net assets at the date of disposal, including non-amortized goodwill and projected costs of divestment.

Goodwill in connection to acquisitions is capitalised and amortised over a maximum 10-year period.

## Profit and Loss Accounts

### Turnover

Turnover includes the year's sales of travel products, other services and incentives from suppliers.

Revenues from individual-focused products are booked at the time of invoicing, regardless of departure date. Upon receipt of a part (or full) payment, the individual products are booked with the supplier and travel documents are issued. Most flight tickets need to be issued immediately to guarantee availability and, in most cases, there are no changes to the itinerary before departure. As main part of the value increase is performed at the time of the sale and invoicing (e.g., the risk is transferred to the customer when the tickets are issued), the turnover is booked at invoicing. Turnover recognized is adjusted for expected cancellations based on the cancellation history.

Revenues from group travel products are booked in the accounting period that coincides with the departure date of the trip.

Revenue is measured at the fair value excluding VAT and taxes charged on behalf of third parties. All discounts granted are deducted from revenue.

### Cost of products

Cost of products comprises invoiced and accrued cost of travel related products and other services incurred by generated revenue of the year.

### Other operating income

Other income comprises items secondary to the activities of the entities and internal service deliveries.

Government aid/compensation schemes related to COVID-19 are included in this item.

# ACCOUNTING POLICIES

## Sales and administrative costs

These are costs incurred indirectly from distributing travel products and other services sold during the year. Also included are other overhead costs, e.g. office premises, office expenses, IT and all costs for web-technology with an assessed lifetime of less than 3 years.

## Salaries and other personnel expenses

Personnel costs comprise expenses incurred during the year for all management, sales consultants and administrative staff.

## Result from shares in subsidiaries

Net profits or losses in subsidiaries contain the proportionate share of net profits or losses in the subsidiaries and amortisation of goodwill.

## Financial income and expenses

Financial income and expenses comprise interest income and expense, financial costs regarding gains and losses on securities, payables and transactions denominated in foreign currencies, amortisation of financial assets and liabilities as well as surcharges and refunds under the on-account tax scheme, etc.

## Tax

Kilroy International A/S is jointly taxed with Danish subsidiaries and the parent company, SSTS A/S, in accordance with the Danish rules on mandatory joint taxation. Danish subsidiaries are either included or excluded in the joint taxation at the same time as they are included or excluded in the consolidation.

Kilroy International A/S' parent company, SSTS A/S, is the administrative company under the joint taxation scheme and, accordingly, pays all income taxes to the tax authorities. The jointly-taxed Danish companies are taxed under the on-account tax scheme.

The current Danish corporation tax is allocated among the jointly-taxed Danish companies in proportion to their taxable income (full absorption with refunds for tax losses). Tax for the year comprises current tax, joint

taxation and changes in deferred tax for the year, including adjustments to tax rates. The tax expense relating to the profit/loss for the year is recognised in the income statement, and the tax expense relating to changes directly recognised in equity is recognised directly in equity.

Corporate tax on account is recognized in the balance sheet under current assets.

Deferred tax is provided under the liability method, and covers all temporary differences between accounting and tax values of the assets and liabilities. Deferred tax is, furthermore, provided for re-taxation of tax-deductible losses realised in non-Danish associated companies, if the re-taxation is expected to be realised by the associated companies' departure from the Danish joint taxation scheme.

The tax value of tax loss carry-forwards will be setoff against deferred tax liabilities to the extent that the tax losses and other tax assets are expected to be utilised in the future taxable income. Deferred tax is calculated according to applicable tax laws and according to the expected tax rate.

## Balance Sheet

### Intangible assets

Goodwill is initially recognised in the balance sheet at cost as described under consolidated accounts. Goodwill is amortised on a straight-line basis over the estimated useful life-time, determined on the basis of the Management's experience within the travel business.

Software comprises external development cost of substantial IT systems that are capitalised over their estimated useful life.

Depreciation is calculated on a straight-line basis of the cost according to the following guidelines, based on the estimated economic life of the asset:

- Software 3-5 years
- Goodwill 2-10 years

## Property, plant and equipment

Tangible assets are measured at cost less accumulated depreciation and impairment. Cost includes retirement obligations if it meets the conditions for recognition of provisions.

Assets are written down if their value has depreciated and cannot be seen as appreciating in the near future.

Depreciation is calculated on a straight-line basis of the cost according to the following guidelines, based on the estimated economic life of the asset:

- Buildings 33-50 years
- Leasehold improvements 5 years
- IT and other equipment 3-5 years The useful life and residual value are reassessed annually. Changes are treated as accounting estimates, and the effect on depreciation is recognised prospectively.

## Shares in subsidiaries

Participating interests in subsidiaries are valued according to the equity method at the proportionate share of the net assets and the residual value of goodwill calculated in accordance with the acquisition method.

Shares in subsidiaries with negative net asset values are measured at DKK 0, and any receivables from these entities are written down by an amount equivalent to the negative net asset value. To the extent that the negative net asset value exceeds the receivable, the residual amount is recognised as provisions.

Net revaluation of shares in subsidiaries is tied as a net revaluation reserve under equity according to the equity method to the extent that the carrying amount exceeds cost.

Dividends from group entities expected to be adopted in the group entities prior to the approval of the Company's annual report, are not tied up in the revaluation reserve.

# ACCOUNTING POLICIES

## Shares in associated companies

Participating interests in associated companies are measured at cost. When the cost exceeds the recoverable amount, write-down is made to the lower amount.

## Other financial assets

Are recognised at amortised cost.

## Inventories

Goods for resale are measured at cost price.

Write-downs are made according to obsolescence and other forms of value depreciation.

## Receivables

Receivables are stated at amortized cost net of provisions for possible losses.

## Prepaid expenses

Prepaid expenses are measured at cost.

## Intra group loans

Intra group loans are measured at amortized cost, with deduction of a value adjustment for bad debts, if necessary.

## Bonds and securities

Publicly traded bonds are stated at the market value at year-end. Investments hold-to-maturity are measured at fair value. Realised and unrealised gains and losses are included in the profit and loss account.

## Equity

Dividend is stated in the accounts at the time when the company at the Annual General Meeting, the company thereby having incurred a liability, decides it. The dividend that is proposed for distribution is included in the equity under the item "retained earnings."

## Provisions

Provisions include asset retirement obligations. Provisions are recognized when, at the balance sheet date, the Company has a legal or a constructive obligation, and it is probable that there may be outflow of resources embodying economic benefits to settle the obligation.

When the Company is obligated to dismantle an asset or restore the site on which the asset is used, a facility equal to the present value of the expected future costs is recognized. After initial recognition of the present value, the accretion expense is recognized as an expense in the income statement.

## Other provisions

Other provisions include an estimated liability, which will presumably lead to an outflow of resources.

## Financial liabilities

Financial liabilities are recognized at the time of borrowing by the amount of proceeds received. In subsequent periods, the financial liabilities are measured at amortized cost using the effective interest, the difference between the proceeds and the nominal value being recognized in the profit and loss accounts.

## Rent and leasing

The parent company and the Group have entered into operational rental agreements for offices and equipment for multi-year periods.

Rental and leasing expenses are stated in the profit and loss account for the applicable period.

The aggregate rental and leasing liability is stated under contingent liabilities.

## Currency conversion

Accounts in foreign currency are stated at the exchange rate at year-end. Gains and losses are included in financial items.

On initial recognition, derivative financial instruments are recognised in the balance sheet at cost and subsequently measured at fair value. Positive and negative fair values of derivative financial instruments are recognised as other receivables and other payables, respectively.

Changes in the fair value of derivative financial instruments designated as or qualifying for recognition as a fair value hedge of a recognised asset or liability are recognised in the income statement together with changes in the fair value of the hedged asset or liability.

Changes in the fair value of derivative financial instruments designated as or qualifying for recognition as

a hedge of future transactions are recognised as other receivables or other payables and in equity until the realisation of the hedged transactions. If the future transaction results in the recognition of assets or liabilities, amounts that were previously recognised in equity are transferred to the cost of the assets or liabilities. If the future transaction results in income or costs, amounts that were previously recognised in equity are transferred to the income statement for the period when the hedged item affects the income statement.

For derivative financial instruments not qualifying for treatment as hedging instruments, changes in fair value are recognised in the income statement on an ongoing basis.

Changes in the fair value of derivative financial instruments used for hedging of net investments in separate foreign subsidiaries or associates are recognised directly in equity; see above.

## Cash Flow Statement

The cash flow statement is presented according to the indirect method, based on the operating profit.

The cash flow statement shows the Group's cash flow for the year and is divided into cash flow from operating, investing and financial activities.

Cash flow from operating activities covers cash flow from the year's operations, adjusted for operating items of a non-cash nature and changes in working capital.

Working capital includes current assets less liquid assets and current, non-interest bearing liabilities and dividends.

Cash flow from investing activities covers cash flow in connection with the purchase and sale of fixed assets, including participating interests and other long-term securities.

Cash flow from financing activities covers payments to and from shareholders, together with the raising of, and repayment of, interest-bearing liabilities.

Cash and cash equivalents are cash holdings, money market deposits in banks, and marketable securities stated under current assets.

# NOTES 1-3

## 1. UNUSUAL CONDITIONS

Due to the global travel restrictions, the Company's financial year was also in 2021 substantially and negatively impacted by the COVID-19 pandemic.

However, the Company completed an external funding program at the end of April 2021. It consists of new equity and subordinated loans from the current owners (DKK 19 million), subordinated loans from Vækstfonden (DKK 39 million) and loan from Danske Bank (DKK 10 million).

With the funding and not least the positive signs of recovery at the end of 2021 and the increasing demand for travel in the beginning of 2022, it is the management's assessment that the Kilroy Group's financial resources are adequately secured for the Company to continue as a going concern for the coming financial year.

The management expects to establish the equity to the pre Covid pandemic level by means of earnings in the coming years.

	Group		Parent	
	2021	2020	2021	2020
	tDKK	tDKK	tDKK	tDKK
<b>2. TURNOVER</b>				
Turnover by geographical markets				
Belgium	6,486	-1,858	-	-
Denmark	228,082	-49,479	48,415	62,130
Finland	22,503	21,960	-	-
Iceland	4,761	-575	-	-
Netherlands	22,154	1,784	-	-
Norway	29,631	-3,121	-	-
Poland	-11	-48	-	-
Sweden	21,699	5,600	-	-
<b>Total turnover</b>	<b>335,305</b>	<b>-25,737</b>	<b>48,415</b>	<b>62,130</b>

In 2021, turnover in the Group was affected by the Covid-19 pandemic due to repayment of cancelled or disrupted travel arrangements.

## 3. OTHER OPERATING INCOME

The Kilroy Group's income is affected by recognition of income from government aid and compensation schemes as a result of COVID-19. The Kilroy Group has applied for DKK 33.6 million in compensation for fixed costs and salary. The parent company did not receive any compensation in 2021.



# NOTES 4-5

4. FEES TO AUDITORS APPOINTED AT THE GENERAL MEETING	Group		Parent	
	2021	2020	2021	2020
	tDKK	tDKK	tDKK	tDKK
Audit services	1,032	789	250	164
Tax assistance	72	72	50	50
Other assistance	1,202	1,084	230	230
<b>Total auditor fees</b>	<b>2,306</b>	<b>1,945</b>	<b>530</b>	<b>444</b>

5. PERSONNEL COSTS	Group		Parent	
	2021	2020	2021	2020
	tDKK	tDKK	tDKK	tDKK
Salaries and wages	83,888	120,900	25,989	35,289
Hereof remuneration to parent's management and board of directors tDKK 1.395 (2020: tDKK 1.536)				
Social security contributions	3,513	4,996	434	562
Pensions	6,020	8,389	1,333	1,849
Other personnel costs	2,807	3,930	380	510
<b>Total personnel costs</b>	<b>96,228</b>	<b>138,214</b>	<b>28,136</b>	<b>38,211</b>
Average number of employees (full time equivalent)	210	317	58	80

Remuneration to management and board of directors in group companies are included in the management fees invoiced from the parent company.

## NOTE 6

	Software tDKK	Goodwill tDKK	Land & buildings tDKK	Leasehold improvements tDKK	IT and other equipment tDKK	Total tDKK
<b>GROUP</b>						
Cost at the beginning of 2021	80,728	49,421	2,041	11,436	28,028	171,654
Exchange rate adjustments	-16	137	0	33	19	173
Additions in year	4,808	0	0	0	767	5,575
Disposals in year	-12,270	-12,108	0	-777	-854	-26,009
<b>Cost at the end of 2021</b>	<b>73,250</b>	<b>37,450</b>	<b>2,041</b>	<b>10,692</b>	<b>27,960</b>	<b>151,393</b>
Depreciations and amortizations at the beginning of 2021	-61,308	-40,470	-1,433	-9,733	-26,512	-139,456
Exchange rate adjustments	16	-141	-1	-26	-19	-171
Disposals in year	11,557	10,137	0	777	775	23,246
Depreciations and amortizations in year	-10,875	-3,039	-32	-633	-895	-15,474
<b>Depreciations and amortizations at the end of 2021</b>	<b>-60,610</b>	<b>-33,513</b>	<b>-1,466</b>	<b>-9,615</b>	<b>-26,651</b>	<b>-131,855</b>
<b>Carrying amount at the end of 2021</b>	<b>12,640</b>	<b>3,937</b>	<b>575</b>	<b>1,077</b>	<b>1,309</b>	<b>19,538</b>
<b>Carrying amount at the end of 2020</b>	<b>19,420</b>	<b>8,951</b>	<b>608</b>	<b>1,703</b>	<b>1,516</b>	<b>32,198</b>
<b>PARENT</b>						
Cost at the beginning of 2021	66,402	0	0	631	8,964	75,997
Reclassification	0	0	0	0	0	0
Additions in year	4,808	0	0	0	176	4,984
<b>Cost at the end of 2021</b>	<b>71,210</b>	<b>0</b>	<b>0</b>	<b>631</b>	<b>9,140</b>	<b>80,981</b>
Depreciations and amortizations at the beginning of 2021	-48,863	0	0	-619	-8,125	-57,607
Depreciations and amortizations in year	-9,709	0	0	-5	-473	-10,187
<b>Depreciations and amortizations at the end of 2021</b>	<b>-58,572</b>	<b>0</b>	<b>0</b>	<b>-624</b>	<b>-8,598</b>	<b>-67,794</b>
<b>Carrying amount at the end of 2021</b>	<b>12,638</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>542</b>	<b>13,187</b>
<b>Carrying amount at the end of 2020</b>	<b>17,539</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>839</b>	<b>18,390</b>

Penneo dokumentnøgle: 648EL-H3TTO-N5JLV-XQD3C-HJLCG-N8J2

# NOTES 7-8

## 7. SHARES IN SUBSIDIARIES

Cost at the beginning of the year  
Capital contributions  
**Cost at the end of the year**

### Adjustments at the beginning of the year

Exchange rate adjustments  
Other adjustments  
Profit after tax  
Dividends from subsidiaries

### Adjustments at the end of the year

### Value of shares in subsidiaries

Values of shares in subsidiaries excl. Goodwill  
Hereof subsidiaries with negative equity provisioned for  
Hereof subsidiaries with negative equity offset against receivables with subsidiaries

### Goodwill

### Book value at the end of the year

Profit after tax in subsidiaries  
Amortization of goodwill

### Result from shares in subsidiaries

*A list of subsidiaries is shown in note 16*

## 8. FINANCIAL INCOME, NET

Financial income, external  
Financial income, internal  
Financial expenses, external  
Financial expenses, internal  
Sale of shares in associated companies  
Currency gain/loss  
**Financial income, net**

	Group		Parent	
	2021	2020	2021	2020
	tDKK	tDKK	tDKK	tDKK
Financial income, external	205	2,418	184	1,825
Financial income, internal	387	411	1,794	1,140
Financial expenses, external	-5,255	-499	-4,556	-224
Financial expenses, internal	0	0	0	-503
Sale of shares in associated companies	-44	0	0	0
Currency gain/loss	927	-530	1,191	-1,801
<b>Financial income, net</b>	<b>-3,780</b>	<b>1,800</b>	<b>-1,387</b>	<b>437</b>

	Parent	
	2021	2020
	tDKK	tDKK
Cost at the beginning of the year	144,181	131,359
Capital contributions	28,516	12,822
<b>Cost at the end of the year</b>	<b>172,697</b>	<b>144,181</b>
<b>Adjustments at the beginning of the year</b>	<b>-191,061</b>	<b>-39,505</b>
Exchange rate adjustments	-564	-908
Other adjustments	5,130	1,576
Profit after tax	-44,672	-116,224
Dividends from subsidiaries	0	-36,000
<b>Adjustments at the end of the year</b>	<b>-231,167</b>	<b>-191,061</b>
<b>Value of shares in subsidiaries</b>	<b>-58,470</b>	<b>-46,880</b>
Values of shares in subsidiaries excl. Goodwill	-61,650	-52,180
Hereof subsidiaries with negative equity provisioned for	58,253	18,605
Hereof subsidiaries with negative equity offset against receivables with subsidiaries	23,962	48,017
	<b>20,565</b>	<b>14,442</b>
<b>Goodwill</b>	<b>3,180</b>	<b>5,300</b>
<b>Book value at the end of the year</b>	<b>23,745</b>	<b>19,742</b>
Profit after tax in subsidiaries	-42,552	-114,104
Amortization of goodwill	-2,120	-2,120
<b>Result from shares in subsidiaries</b>	<b>-44,672</b>	<b>-116,224</b>

# NOTES 9-11

9. TAX	Group		Parent	
	2021	2020	2021	2020
	tDKK	tDKK	tDKK	tDKK
Current tax charge	1,606	-433	1,606	250
Adjustments to previous year's tax charge	-160	222	-12	-48
Change in deferred tax and other changes	-10,733	-27,507	-1,005	-838
<b>Total tax</b>	<b>-9,287</b>	<b>-27,718</b>	<b>589</b>	<b>-636</b>
Deferred tax primo	-25,123	2,490	3,399	4,280
Adjustments to previous year's tax charge	387	0	0	-43
Exchange rate and other adjustments	-162	-106	0	0
Change in deferred tax, net	-10,733	-27,507	-1,005	-838
<b>Deferred tax ultimo</b>	<b>-35,631</b>	<b>-25,123</b>	<b>2,394</b>	<b>3,399</b>
<b>Paid corporate taxes</b>	<b>-2,545</b>	<b>2,800</b>	<b>-1,782</b>	<b>3,972</b>

Management believes that the deferred tax asset will be used in future taxable income.

The deferred tax is based on the temporary difference between the book value and the statutory value of assets and liabilities.

The parent company is taxed jointly with the Danish subsidiaries. The Danish companies are jointly and severally liable for the joint taxation.

10. PROPOSED APPROPRIATION OF NET RESULT	Group		Parent	
	2021	2020	2021	2020
	tDKK	tDKK	tDKK	tDKK
Transfer to/from retained earnings	-44,249	-118,325	423	-2,101
Transfer to reserve for net revaluation under the equity method	0	0	-44,672	-116,224
	<b>-44,249</b>	<b>-118,325</b>	<b>-44,249</b>	<b>-118,325</b>

11. SHARES IN ASSOCIATED COMPANIES	Group		Parent	
	2021	2020	2021	2020
	tDKK	tDKK	tDKK	tDKK
Cost at the beginning of the year	616	621	559	559
Exchange rate adjustments	11	-5	0	0
<b>Cost at the end of the year</b>	<b>627</b>	<b>616</b>	<b>559</b>	<b>559</b>

# NOTES 12-14

## 12. PREPAID EXPENSES AND ACCRUED INCOME

Prepaid expenses consists of payments to suppliers that relate to the following year. Accrued income is earned, but not paid incentives.

## 13. LONG TERM DEBT

Bank loan  
Loans from travel foundations  
Loans within one year

Bank loan  
Loans from travel foundations  
Other loans  
Loans between one and five years

Bank loan  
Loans from travel foundations  
Other loans  
Loans after five years

	Group		Parent	
	2021 tDKK	2020 tDKK	2021 tDKK	2020 tDKK
	0	1,757	0	0
	955	72,219	0	0
	955	73,976	0	0
	7,538	201	7,538	0
	75,392	51,359	0	0
	4,060	1,249	1,330	0
	86,990	52,809	8,868	0
	2,500	0	2,500	0
	18,134	33,160	0	0
	9,723	0	3,618	0
	30,357	33,160	6,118	0
	118,302	159,945	14,986	0

## 14. ADVANCE PAYMENTS

Primarily prepayments from travel ordered for 2022.

# NOTE 15-16

15. CONTINGENT ASSETS, LIABILITIES AND COLLATERALS	Group		Parent	
	2021 tDKK	2020 tDKK	2021 tDKK	2020 tDKK
Rent, lease and other contractual obligations within one year	10,908	11,000	2,434	1,186
Rent and lease obligations between one and five years	19,167	19,640	4,868	0
Rent and lease obligations after five years	411	3,940	0	0
	30,486	34,580	7,302	1,186
The Kilroy Group has issued guarantees/letters of credit, which are secured by an equal cash pledge of deposits	36,948	32,106	30,255	24,666

The Kilroy Group is exposed to currency risk to the extent that transactions are denominated in a currency other than the functional currency. Except for the parent company, all foreign entities' transactions are generally denominated in local currency which is also the foreign entities' functional currency. The Company has chosen to eliminate part of the currency risk by entering into currency forward contracts on main currencies of sold trips. Current liabilities include negative fair value of derivative financial instruments of DKK 74 thousand as of 31 December 2021 (2020: negative fair value of DKK 11 thousand). All forward contracts expire in the financial year 2022.

To ensure ability to continue as a going concern for the next 12 months, Kilroy International A/S has issued letters of financial support to the subsidiaries in Belgium, Denmark, Finland and the Netherlands.

The Group's Danish entities are jointly and severally liable for tax on the Group's jointly taxed income and for certain withholding taxes such as dividend tax and royalty tax as well as for the joint registration for VAT. Any subsequent corrections of the taxable income subject to joint taxation or withholding taxes on dividends, etc., may entail an increase in the entities' liability. The Group as a whole is not liable to any other parties.

16. COMPANY OVERVIEW	Country of Incorporation	Currency	Equity	Capital Share	Net Profit 2021	Dividend 2021
<b>Group enterprises:</b>						
Horizons A/S	Denmark	tDKK	-47,574	100%	-7,515	0
JR Travel A/S	Denmark	tDKK	-165	100%	-302	0
KILROY Belgium BV	Belgium	tEUR	1,643	100%	-64	0
KILROY Finland OY AB	Finland	tEUR	561	100%	-969	0
KILROY Group Travel A/S	Denmark	tDKK	-8,885	100%	-7,319	0
KILROY Iceland ehf.	Iceland	tISK	51,409	100%	-35,934	0
KILROY Netherlands B.V.	The Netherlands	tEUR	-1,814	100%	-931	0
KILROY Norway AS	Norway	tNOK	-2,750	100%	-10,095	0
KILROY Poland Sp. Z o.o. (dormant)	Poland	tPLN	-1,470	100%	-71	0
KILROY Sweden AB	Sweden	tSEK	2,185	100%	-5,169	0
Winberg Travel AB	Sweden	tSEK	199	100%	-1,619	0
<b>Associated Companies:</b>						
OurWorld A/S	Denmark	tDKK	-162	40%	-662	0

*Figures for Equity and Net Profit are from 2020 (2021 figures are not audited yet).*

The dividend listed for the subsidiaries embrace dividend approved for payment to the parent company during 2022. The dividend listed for the associated companies embrace dividend received by the Kilroy Group during 2021.

# NOTE 17-18

## 17. RELATED PARTIES

Related parties are SSTS A/S, Nytorv 5, DK-1450 Copenhagen, which owns 100% of the shares in Kilroy International A/S. The owners of SSTS A/S are as follows:

74.1%	<u>Eignarhaldsfélagið Kilroy ehf., Iceland</u>
90.0%	Íslensk fjárfesting ehf., Iceland
50.0%	Arnar Thorisson, Iceland
50.0%	Thorir Kjartansson, Iceland
10.0%	Sigurdur Kiernan, Iceland
6.9%	<u>Tapio Kiiskinen, Finland</u>
19.0%	<u>HC Invest Holding ApS, Denmark</u>
57.1%	Claus H. Hejlesen, Denmark
42.9%	Henrik Kaltoft, Denmark

Kilroy International A/S is a part of the consolidated annual report for SSTS A/S, which is the smallest group in which the Company is included as a subsidiary. The consolidated financial statements of SSTS A/S can be obtained by contacting the company.

Kilroy International A/S is a part of the consolidated annual report of Íslensk Fjárfesting ehf., which is the largest group in which the Company is included as a subsidiary.

The consolidated financial statements of Íslensk fjárfesting ehf. can be obtained by contacting the company, at [islenskfarfesting.is](http://islenskfarfesting.is)

### Related party transactions

	Parent	
	2021	2020
	tDKK	tDKK
Sale of services to associates/subsidiaries	49,478	61,499
Purchase of services to associates/subsidiaries	-1,453	-2,563
<b>Total</b>	<b>48,025</b>	<b>58,936</b>

Remuneration to the Management and Board of Directors is disclosed in note 5.

Intercompany balances with associates and subsidiaries are disclosed in the balance sheet and interests is disclosed in note 8.

## 18. EVENTS AFTER THE BALANCE SHEET DATE

No significant events have occurred after the balance sheet date of importance to the annual report.

# STATEMENT BY THE BOARD OF DIRECTORS AND MANAGEMENT

## Statement by the Board of Directors and Management

Today, the Board of Directors and the Management have discussed and approved the annual report of Kilroy International A/S for the financial year 2021.

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

It is our opinion that the consolidated financial statements and the parent company financial statements give a true and fair view of the Group's and the parent company's financial position on December 31, 2021, and of the results of the Group's and the parent company's operations and consolidated cash flows for the financial year 2021.

Further, in our opinion, the Management's Report gives a

fair review of the development in the Group's and the parent company's operations and financial matters and the results of the Group's and the parent company's operations and financial position.

We recommend that the annual report be approved at the annual general meeting.

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*Copenhagen, May 23, 2021*

## Management

Claus H. Hejlesen  
Managing Director & CEO

## Board of Directors

Arnar Thorisson  
Chairman

Tapio Kiiskinen  
Vice Chairman

Sigurdur Kiernan

Thorir Kjartansson

Claus H. Hejlesen

Rasmus Lang Berthels  
(elected by staff)



# INDEPENDENT AUDITOR'S REPORT

## To the shareholders of Kilroy International A/S

### Opinion

We have audited the consolidated financial statements and the parent company financial statements of Kilroy International A/S for the financial year 1 January – 31 December 2021 comprising income statement, balance sheet, statement of changes in equity, cash flow statement, accounting policies and notes, for the Group as well as for the Parent. The consolidated financial statements and parent company financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the Group's and the Parent Company's assets, liabilities and financial position at 31 December 2021 and of the results of the Group's and the Parent Company's operations and cash flows for the financial year 1 January – 31 December 2021 in accordance with the Danish Financial Statements Act.

### 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 consolidated financial statements and the parent company financial statements" section of our report.

We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Management's responsibility for the consolidated financial statements and the parent company financial statements

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

In preparing the consolidated financial statements and the parent company 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 consolidated financial statements and the parent company financial statements unless Management either intends to liquidate the Group or the Company or to cease operations, or has no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the consolidated financial statements and the parent company financial statements

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

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

- identify and assess the risks of material misstatement of the consolidated financial statements and the parent company financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.

# INDEPENDENT AUDITOR'S REPORT

- 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 consolidated financial statements and the parent company 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 consolidated financial statements and the parent company 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 Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and contents of the consolidated financial statements and the parent company financial statements, including the disclosures, and

whether the consolidated financial statements and the parent company financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

## *Statement on Management's Report*

Management is responsible for the Director's report.

Our opinion on the consolidated financial statements and the parent company financial statements does not cover the Director's report, and we do not express any form of assurance conclusion thereon.

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

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

Based on the work we have performed; we conclude that the Director's report 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 of the Director's report.

*Copenhagen, May 23, 2022*

**KPMG**

Statsautoriseret Revisionspartnerselskab

CVR-no. 25 57 81 98

**Anja Bjørnholt Lüthcke**

State Authorised Public Accountant

*mne26779*

# BOARD OF DIRECTORS & MANAGEMENT AS OF MAY 23, 2022

The Board of Directors' and Management's executive positions outside Kilroy International A/S as disclosed in accordance with the Danish Financial Statements Act.

## Board of Directors

### Arnar Thorisson

Chairman

Icelandic and born 1964. Chairman since 2007.

Executive positions: Chairman, Iceland Invest Ltd., Íslenska heilbrigðisþjónustan ehf., Sóltún 4 ehf., Eignarhaldsfélagið Kilroy ehf., KILROY Foundation and SSTS A/S. Board Member, Iceland Properties Ltd., Öldungur Plc., Eldey TLH Plc., Rekstrarfélag Íslenskrar fjárfestingar ehf., Sóltún öldrunarþjónusta ehf., Kársnesbyggð ehf., RR hótél ehf., Fasteignafélag IFJ ehf., Íslensk útivist 2021 ehf., Aur ehf., and Member of The Icelandic Export and Promotion Council.

### Tapio Kiiskinen

Vice Chairman

Finnish and born 1947. Board member since 2007 and Chairman during 1987-2007.

Executive positions: Member of Directors' Institute Finland and board member SSTS A/S.

### Sigurdur Kiernan

Icelandic and born 1969. Board member since 2007.

Executive positions: CEO and founder, Investum Holding Ltd. Chairman, GTL ehf., Brekkugerdi 19 ehf., Smidjustigur 4 ehf. Board member SSTS A/S.

### Thorir Kjartansson

Icelandic and born 1969. Board member since 2020.

Executive positions: Chairman, Öldungur Plc., Fasteignafélag Íslenskrar fjárfestingar Ltd., RR hótél Ltd. and Sútarinn Ltd. Board Member, Iceland Invest Ltd., Sóltún Öldrunarþjónusta Ltd., Íslenska heilbrigðisþjónustan Ltd., Iceland Property Ltd., Eignarhaldsfélagið Kilroy ehf., Arctica Finance Ltd. and Rekstrarfélag Íslenskrar fjárfestingar ehf.

### Rasmus Lang Berthels (elected by staff)

Danish and born 1991. Board Member since 2021. Business Controller, Kilroy International A/S.

### Claus H. Hejlesen

Danish and born 1962. Board member since 2007. Managing Director & CEO, Kilroy International A/S.

Executive positions: Chairman, Student Air Travel Association (SATA), board member SSTS A/S and director, HC Invest Holding ApS.

## Registered Management

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Managing Director & CEO, Kilroy International A/S

### Henrik Kaltoft

Danish and born 1968

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Horizons A/S

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Board member

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