HEARTLAND

ANNUAL REPORT 2022/23

HEARTLAND A/S
Store Torv 1,3. 8000 Aarhus C
CVR no. 28502370

As adopted at the annual general
meeting on November 23, 2023
Lise Kaae, Chairman

The headquarters of
HEARTLAND, located
in Aarhus, Denmark

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The headquarters of HEARTLAND, overlooking the cathedral in Aarhus, Denmark.

INTRODUCTION

HEARTLAND is a family-owned company, established with the aim of creating long-term value and with a desire to make a positive impact.

At HEARTLAND, we have a passion for growth and development, and we invest with a sincere commitment based on long-term relationships as part of our DNA. We have the mandate to nurture great ideas into significant entities and the strength to invest in preservation of substantial value.

Our roots originate from the fashion industry, but our commitment is wide-ranging. For us, the right idea, the correct mindset, and the right values triumph over fixed boundaries when engaging in projects.

Our colleagues work smart and prioritise trust, integrity, and mutual respect. We expect the same from our partners, and we hold each other accountable in taking responsibility. This extends to our relationship with the environment we live in, the community we are a part of, and the people we collaborate with.

At HEARTLAND, we have a position that enables us to make a positive impact on the sorrounding society aiming to be a custodian for future generations. This is achieved and enabled through the development of businesses, new services- and solutions as well as taxes and job creation, which also support the necessary green transition among other things. Across all our activities and investments, we strive to make a strong and meaningful contribution.

This report provides details of HEARTLAND's financial performance for the financial year from 1 August 2022 through to 31 July 2023. Additionally, we will present our approach to sustainability, including highlights from our largest companies where we have a majority ownership.

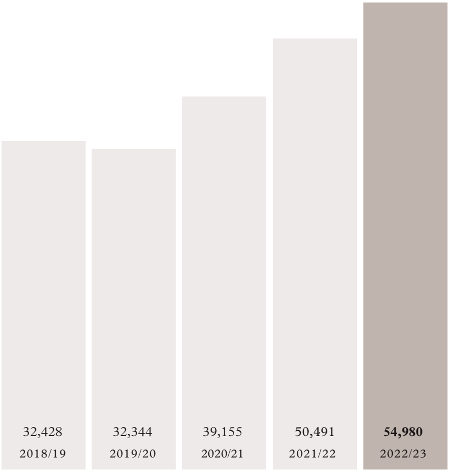
"At HEARTLAND we invest from the heart and for the long-term. We prioritise founder-lead partnerships, where trust and mutual respect are paramount."

Anders Holch Povlsen
Founder and Chairman, HEARTLAND

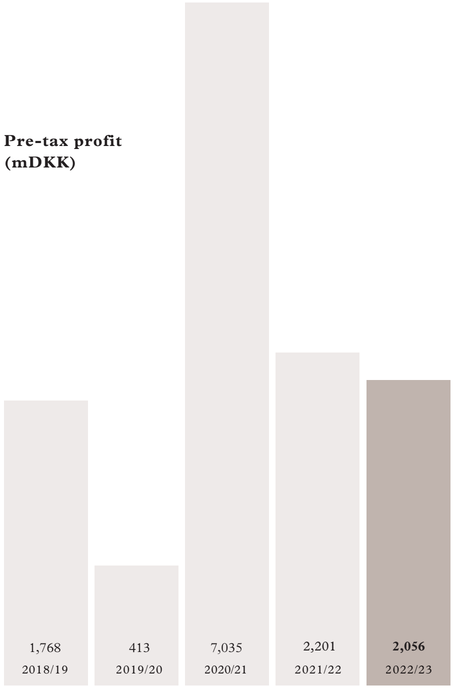
FINANCIAL HIGHLIGHTS

Seen over a five-year period, the development of the company may be described by means of the following financial highlights:

Revenue (mDKK)



Pre-tax profit (mDKK)



(mDKK)	2022/23	2021/22	2020/21	2019/20	2018/19
Profit/loss					
Revenue	54,980	50,491	39,155	32,344	32,428
Gross margin	23,397	22,912	17,569	14,680	15,366
Gross profit	15,120	15,070	12,060	8,092	9,724
Profit before net financials	4,912	6,412	4,029	620	2,357
Net financials	-2,856	-4,211	3,006	-207	-589
Profit before tax	2,056	2,201	7,035	413	1,768
Profit for the year	1,060	1,255	5,924	45	1,167
Balance sheet					
Total assets	58,012	61,153	56,053	46,419	45,580
Investment in property, plant and equipment	3,896	3,843	2,258	1,597	2,202
Equity	32,755	33,921	31,580	25,249	26,076
Financial ratios					
Gross margin ratio	42.6%	45.4%	44.9%	45.4%	47.4%
Operating margin ratio	8,9%	12.7%	10.3%	1.9%	7.3%
Solvency ratio	56,5%	55.5%	56.3%	54.4%	57.2%

DEFINITIONS OF FINANCIAL RATIOS

Gross margin ratio:

$$\frac{\text{Gross margin x 100}}{\text{Revenue}}$$

Operating margin ratio:

$$\frac{\text{Profit before net financials x 100}}{\text{Revenue}}$$

Solvency ratio:

$$\frac{\text{Equity (at year end) x 100}}{\text{Total assets}}$$

Gross margin = Revenue - Cost of sales

MANAGEMENT REVIEW

HEARTLAND is a purpose-driven company. Our fundamental ambition is to invest with genuine commitment, striving to be a true catalyst in creating long-term value and leaving a positive impact.

BUSINESS ACTIVITIES

We dedicate ourselves to long-term relationships and continually rely on smart work, trust, and mutual respect as cornerstones of our approach. Our investments are driven by the desire to forge robust partnerships.

BUSINESS REVIEW

In the financial year 2022/23, ongoing instability and global challenges in the financial landscape were echoed in our results. Group revenue increased from DKK 50.5 billion to DKK 55.0 billion, mainly driven by growth in BESTSELLER and NORMAL. As a company where growth and progress are enablers for creating value and impact, this development is satisfying.

The group income statement for the financial year 2022/23 shows a profit before tax of DKK 2.1 billion, which is on par with 2021/22, and a balance sheet on July 31, 2023, displaying equity of DKK 32.8 billion.

In recent years, we have witnessed macroeconomic challenges and variables which have affected business and societies. These include higher energy prices, inflation, increased interest rates and financial turmoil. At HEARTLAND, we are, as many of our partners, not immune to these challenges.

Our performance for the year 2022/23 was affected by these challenges, and while we strive to be resilient and capable of facing headwinds, the ongoing instability is reflected in our results. In last year's outlook, we stressed that we expected that the difficult economic situation would continue to affect us. That prediction has proven to be accurate. Nevertheless, we are still disappointed with our financial results for the year, where we realise profits in the low range of our expectations.

OUTLOOK

Despite our 2022/23 results and anticipation of further macroeconomic challenges in the coming years, we are eager to improve, and our aspirations and commitment remain unwavering. We will continue to pursue our ambitions financially, socially, and environmentally.

Our expectations for 2023/24 are that revenue remains stable and a pre-tax result ranging between DKK 3 and 5 billion.

INVESTMENTS

At HEARTLAND, our investment portfolio is diverse. While our roots originate from the fashion industry and our significant interest persists here, we have diversified into various other sectors, such as fintech, renewable energy, and other fast-moving consumer goods.

Through Invest FWD, our investment platform driving circular solutions, we maintain a focus on investing in material innovators striving to create a more sustainable future for the fashion industry.

We are also committed to preserving and restoring our shared natural world and invest accordingly in conversation efforts in Europe and Africa.

CORPORATE CITIZENSHIP

At HEARTLAND, we have a position that enables us to make a positive impact. Through the companies we invest in, HEARTLAND contributes to economic value directly and indirectly through taxes and job creation, the development of businesses, new services, and solutions that support the necessary green transition.

Across all our activities and investments, we strive to make a strong and meaningful contribution. We emphasise the importance of environmental protection and expect the companies we invest in to do the same. Despite global instability, HEARTLAND's commitment will be untiring.

During 2022/23, we have continued and been advancing conservation efforts for our natural world and investing in solar energy and digital technology.

PARTICULAR RISKS

In our assessment, HEARTLAND and the group face risks common to their respective industries, with no specific or unusual exposures.

RESEARCH AND DEVELOPMENT

HEARTLAND and the Group's businesses continued to evolve during the financial year. However, we did not engage in other development activities beyond regular IT system development and maintenance.

DIVERSITY

Statutory statement regarding the target figures for the underrepresented gender in the board of directors, cf. section 99b of the Danish Financial Statements Act.

HEARTLAND A/S is subject to the rules on target figures and policies for the gender composition of management.

The present board of directors of HEARTLAND A/S consists of four members – two women and two men. Therefore, there is an equal gender composition in the board of directors of HEARTLAND A/S.

At the other management levels in HEARTLAND A/S, there is an equal gender composition.

DATA ETHICS

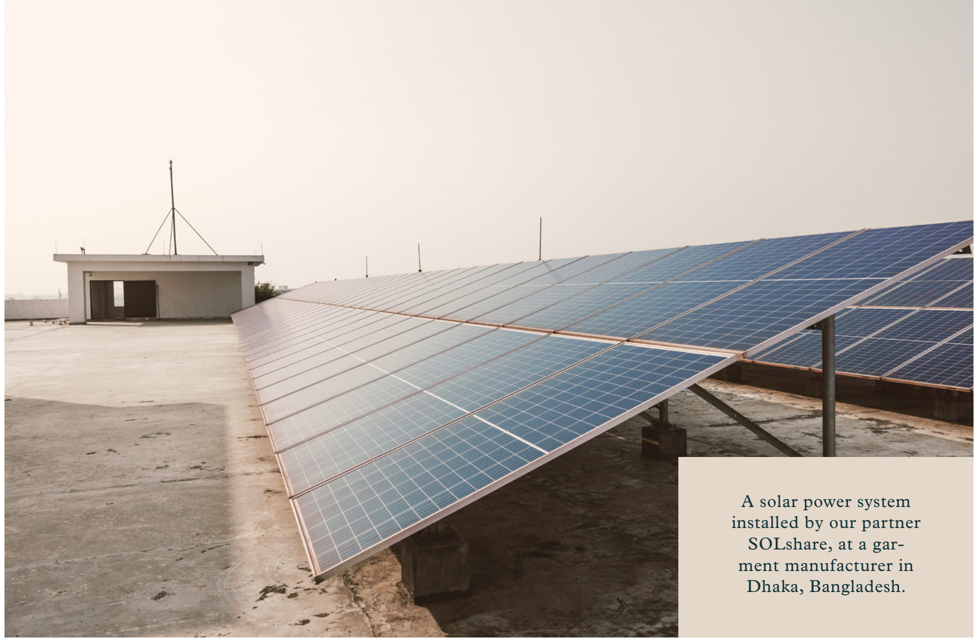
High ethical standards are fundamental to HEARTLAND, and data ethics is a core value and guiding principle for all colleagues. Over the past year, we have introduced a Data Ethics Policy within our organisation, outlining principles for data ethics, including data protection, digitalisation, transparency, confidentiality, discrimination, diversity, and more.

All colleagues are required to adhere to this policy, emphasising the responsible and sustainable use of data and protection of personal rights. We do not employ technology that may lead to discrimination nor do we sell personal data.

Our employees have undergone training on the Data Ethics Policy.

CORE CONTENT OF DATA ETHICS POLICY

While HEARTLAND's data processing primarily pertains to HR, recruitment, and business development, the Data Ethics Policy remains a cornerstone for all our colleagues across the organisation.



A solar power system installed by our partner SOLshare, at a garment manufacturer in Dhaka, Bangladesh.

We uphold the rights and confidentiality of our customers, colleagues, and business partners. Ensuring the protection of personal data remains our top priority. We are vigilant in safeguarding the personal data we process, having established data protection and IT security policies and guidelines.

Our approach to data is one of responsibility and sustainability. We exclusively gather data from trusted sources and employ it solely for pertinent business purposes. We refrain from using advanced technologies like artificial intelligence or data analytics in any manner that could lead to discrimination.

Data sharing with third parties is carried out only for legitimate purposes, and we do not engage in the sale of personal data.

The landscape of data ethics is ever evolving, and our Data Ethics Policy remains dynamic, evolving in tandem with societal norms and our evolving business activities.

SUSTAINABILITY

In this section we present our approach to managing sustainability in HEARTLAND. We share sustainability highlights from the year, together with a consolidated report of our sustainability performance. We also highlight the sustainability approach, progress and goals of our four largest companies where HEARTLAND has a majority ownership: BESTSELLER, NORMAL, nemlig.com and WhiteAway Group.

The following statement constitutes HEARTLAND's statutory reporting on corporate responsibility in accordance with the Danish Financial Statement act §99a.

SUSTAINABILITY APPROACH

BUSINESS MODEL

HEARTLAND A/S (HEARTLAND) is a holding and investment company founded by the Holch Povlsen family. We invest in areas such as fashion, retail and technology, sustainability and business innovation, renewable energy, nature conservation, education, and property.

We believe that we will generate more valuable investments in the long-term by being an investor that seeks to integrate sustainability within the investment process, as well as in the investments where we execute active ownership. Our core business is fashion and our family business BESTSELLER A/S (BESTSELLER) accounts for 67 percent of the total consolidated revenue in FY2022/23.

POLICY

At HEARTLAND, we respect the people we work with, the environment we live in and the society we are part of. We consider it important that our business activities and investments make a positive contribution to the world around us.

Our focus on sustainability in our investments and in the investment process is based on the ESG (Environmental, Social and Governance) factors that relate to the environment and climate, human rights, employees, anti-corruption, and ethics. We continuously reconsider and develop our policies and processes on how we act responsibly as a holding and investment company.

ENVIRONMENT AND CLIMATE

We work to promote the protection of the environment and we expect our business activities, and the companies we invest in to do the same.

HUMAN RIGHTS

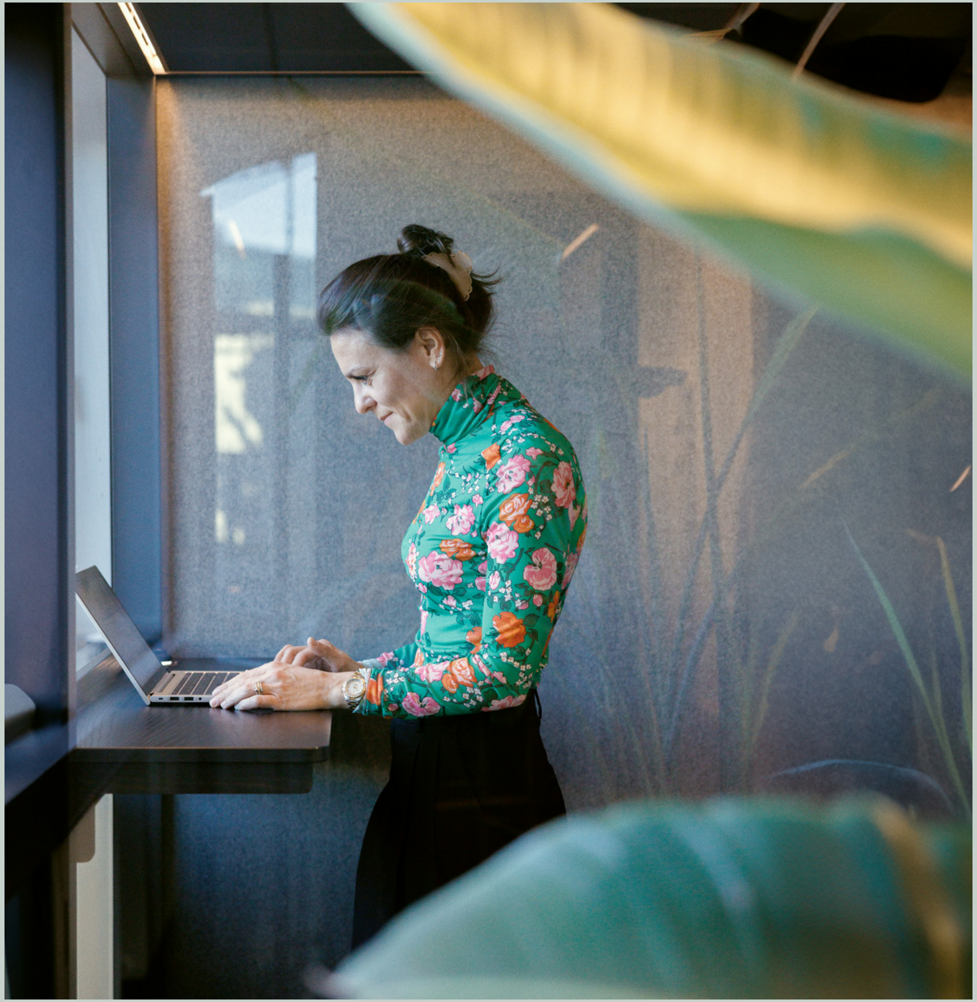
In HEARTLAND, we respect human rights as stated in key United Nations (UN) conventions such as the International Bill of Human Rights, the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN's Guiding Principles on Business and Human Rights (UNGP). It is essential to us that our business activities, and the companies we invest in, do the same and do not cause or contribute to adverse impacts on human rights.

EMPLOYEES

We, and the companies we invest in, must act as a responsible employer, providing proper terms of employment and appropriate health and safety standards.

ANTI-CORRUPTION AND ETHICS

We do not accept any form of corruption or bribery and expect that our subsidiaries work against corruption in all its forms, including bribery and facilitation payments.



ACTIONS FROM THE YEAR

HEARTLAND wishes to support and promote responsible and sustainable business and continuously evaluate the activities of our business and our subsidiaries.

Therefore, we have an ongoing dialogue regarding business and sustainability. During the FY 2022/23, we again met with selected subsidiaries where we discussed status, progress, goals and ambitions within the ESG areas. The ongoing dialogue with our subsidiaries gives us valuable insight and overview of each company's progress within sustainability and promotes further integration of ESG-factors in daily operations.

In FY 2022/23, we prepared and launched our new sustainability strategy. The strategy is prepared based on a double materiality assessment, where we have established minimum requirements and focus areas for our portfolio.

The minimum requirements are mandatory for our partners to comply with, and the focus areas are areas which are important for HEARTLAND, and we encourage our partners to work actively with them.

We engaged some of our largest partners across HEARTLAND to calibrate initial hypotheses on material sustainability topics, which has ended up in a consolidated assessment which identified such topics. The double materiality assessment and the formulated sustainability strategy is an ongoing process, which will be revised every year as we involve more and more of our investments, and we gain further experience with our sustainability work.

We continued collecting both qualitative and quantitative data from our subsidiaries in FY 2022/23. It is a process that we want to improve as we collect more and more data, just as we also want to set targets within the individual KPIs.

At HEARTLAND we have started mapping our CO_2 emissions regarding to the Green House Gas Protocol. The process entails both data in scope 1, scope 2 and scope 3 and therefore also the footprint of our investments. Due to the number of investments in our portfolio, creating a baseline is a longer process, which we will take in steps during the next years. The purpose of mapping our CO_2 emissions is to gain better insights into where our biggest footprints are and to create a baseline, which can be used to set targets for reducing CO_2 emissions and prepare for upcoming legislation.

In June all, HEARTLAND employees used an afternoon helping clean up NorthSide Festival, a big festival located in Aarhus. The purpose of the event was to clean up waste and support our local community. The effort was converted to a donation to charities.

We want to inspire and engage our portfolio and therefore we have taken a decision to host and facilitate annual sustainability forums. In this financial year we hosted two big sustainability forums, one in August 2022 and one June 2023. The aim of the sustainability forums was to create attention and put additional focus on the work with sustainability and ESG. Multiple professional and inspirational speakers attended, as well as many participants from the companies we have invested in. Read more on page 14.

In May 2023, The Ocean Race was held in Aarhus and HEARTLAND was the official Stopover Business Partner. Both competition and sustainability were drivers to the race and we held a learning programme for local school children about plastic waste as a part of the event on the docks of Aarhus. Read more on page 13.

Working with sustainability and ESG is a continuous journey both for HEARTLAND and the companies we invest in. We are happy to witness progress and a commitment to improving business models and thereby contributing to a future with a lower impact on the environment. In FY 2023/24, HEARTLAND will continue this dialogue, collection of ESG KPIs, continuing the work with creating a CO_2 baseline. Furthermore, we will continue to unfold and implement our sustainability strategy in collaboration with our portfolio.

HIGHLIGHTS

RENEWABLE ENERGY

By investing in renewable energy, we directly support the transition away from fossil fuels and towards a cleaner and more circular future.

SOLAR POWER

Through our investment in solar power, we are contributing to the green transition and promoting more renewable energy on the European electricity grid.

Our most significant investment in renewable energy to date was the construction of one of Northern Europe's largest solar power plants in Holstebro, Denmark, with a capacity of 207 MWh, equivalent to the electricity consumption of 130,000 Danish households yearly.

Our largest companies, including BESTSELLER and NORMAL, have their European operations' energy consumption covered by the energy production from the solar power plant through power purchase agreements (PPA). Although it is currently impossible to trace energy directly from a solar power plant to households or companies' electrical sockets, a PPA ensures the creation of new renewable energy as the power plant is built based on the agreement.

This drives the development of new solar power, and companies can purchase green energy throughout a period of years, while energy producers can invest further in renewable energy projects and supply more renewable energy to the electricity grid.

The solar power plant was one of the first in Denmark to be built without public funding or subsidies. Its size is 222 hectares, equivalent to more than 300 football fields. Upon opening, it was the largest solar power plant in Northern Europe.

In 2022/23, the solar power plant generated 206 MWh hours of clean, renewable energy.

SOLSHARE

HEARTLAND partnered with SOLshare, a cleantech company that contributes renewable power to Bangladesh's energy grid.

SOLshare has initiated the installation of solar power on factory roofs of partnering suppliers in the country. Through this initiative, the partnership will indirectly contribute to reducing greenhouse gas emissions in textile factories producing clothes and shoes for the fashion industry.

During the financial year 2022/23, SOLshare, signed power purchase agreements (PPA) with five suppliers and began installation of solar panels with a combined capacity of more than 1,800 kWp (kWh peak). When operating at maximum capacity, the solar panels will produce more than 1,800 kWh of clean, renewable electricity for the factories. SOLshare is conducting feasibility assessments with other suppliers and aims to install a total capacity of 10,000 kWp across their factories' roofs.

SEABORG

Seaborg is committed to making nuclear power at an affordable, low-carbon, and safe technology that can outperform fossil fuels and transform energy markets.

Its Compact Molten Salt Reactor is designed to be deployed on modular barges, expected to generate between 200 to 800 MWh of electricity.

HEARTLAND owns 7 percent of Seaborg.

HYME

Hyme is dedicated to developing a grid-scale thermal energy storage solution based on molten salts to enhance the integration of low-carbon energy into the energy system.

Its patented approach to chemistry control enables the deployment of cost-effective and stable hydroxide salts in compact, high-temperature energy storage up to 700°C.

HEARTLAND owns 10 percent of Hyme.

207 MWh

Our most significant investment in renewable energy to date was the construction of one of Northern Europe's largest solar power plants in Holstebro, Denmark, with a capacity of 207 MWh, equivalent to the electricity consumption of 130,000 Danish households yearly.

HIGHLIGHTS

CONSERVATION

HEARTLAND is dedicated to the preservation and restoration of our environmental and cultural heritage.

Wildland, our subsidiary, is the driving force behind our conservation efforts. We have conservation projects underway in Scotland, Romania, and Africa, which we view as investments in our natural world. By strengthening natural capital, supporting ecosystems, and creating opportunities for future wellbeing, quality of life, and economic growth, we are re-establishing the foundation of a good life on this planet. Our most valuable asset, the natural world, has been undervalued and unappreciated for too long.

SCOTLAND

In Scotland, Wildland is committed to rehabilitating some of the country's most precious landscapes. The company has planted over four million trees in the Scottish Highlands and created the conditions to regenerate countless more. Wildland's philosophy is simple: to restore parts of the Scottish Highlands to their former natural splendour. Today, Wildland has taken the first steps toward making this vision a reality. The natural beauty of the Scottish Highlands has long been at risk, and Wildland believes in giving nature a chance to fight back.

ROMANIA

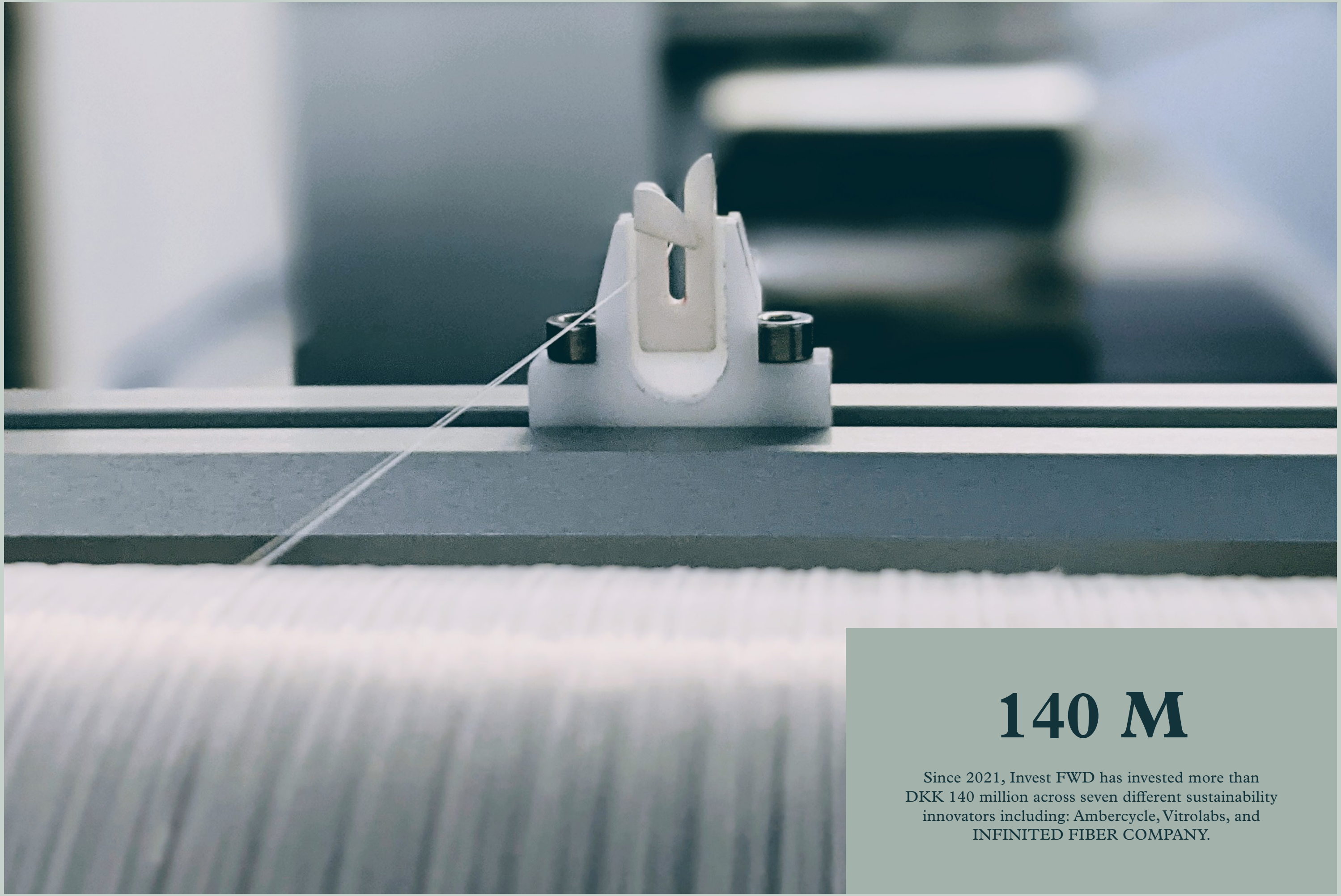
In Romania, Wildland identifies a chance to build on its experience of rewilding ecosystems, but on an even grander scale. Wildland is backing the Foundation Conservation Carpathia project (FCC), aiming to establish a new, expansive National Park in Europe. This park, extending from the Ukrainian border in the North to the Danube, promises to match the grandeur and charm of renowned National Parks worldwide. Wildland's aspiration is to support this previously depleted region to once again flourish into a vibrant ecosystem.

AFRICA

In Tanzania, South Africa and Rwanda, Wildland has acquired significant management areas where it believes the same philosophies can apply. By allowing land to restore itself naturally, communities can appreciate the real value of the land they live on. Wildland plans to restore buildings and homesteads and explore the benefits of ecotourism over subsistence farming. By benefiting both Wildland and the communities that live and work on or alongside their land, we can create a harmonious balance between wildlife and communities.

4 M

The company has planted over four million trees in the Scottish Highlands since 2014 and created the conditions to regenerate countless more.



140 M

Since 2021, Invest FWD has invested more than DKK 140 million across seven different sustainability innovators including: Ambercycle, Vitrolabs, and INFINITED FIBER COMPANY.

HIGHLIGHTS

INVEST FWD

Invest FWD is HEARTLAND's sustainable investment platform that aims to accelerate the fashion industry towards a more circular future.

The fashion industry has a significant impact on global challenges, including climate change, resource constraints, and human rights. It is crucial that we are part of the solution to address these challenges. Investing in a future with a lower environmental impact for fashion can build resilience in our business while providing benefits for people and the planet.

Invest FWD focuses on investing in low impact and circular materials, new supply chain technologies, new business models, partnerships for women's empowerment, renewable energy, conservation, and natural carbon sinks. These investments will benefit our subsidiary BESTSELLER and the global fashion industry.

Invest FWD supports innovation and helps it reach commercial scale. By investing both within and outside the business, we provide the capital to accelerate positive outcomes on the most critical sustainability issues across the full lifecycle of fashion. Our strategic and disruptive innovation focus areas target entrepreneurs, business incubators and accelerators, research institutions, and fashion hubs to find cutting-edge solutions for the needs of our industry.

Since 2021, Invest FWD has invested more than DKK 140 million across seven different sustainability innovators including: Ambercycle, Vitrolabs, and INFINITED FIBER COMPANY.

During 2022/23, Invest FWD joined a funding round to invest in Kintra Fibers, a materials science company developing bio-based and biodegradable polyester.

HIGHLIGHTS

Plastic sculptures created by students during the 'Ocean Heroes' event sponsored by HEARTLAND during The Ocean Race stopover in Aarhus, Denmark.

THE OCEAN RACE

In 2023, HEARTLAND was an official stopover business partner of The Ocean Race. The event is the toughest in sailing team challenges, as well as one of the longest and toughest professional sporting events in the world.

The event also aspires to bring the green agenda to the forefront of global discussions and facilitates necessary dialogues about solving the world's climate challenges. This year, the event had its first stop in Aarhus, Denmark, where the organisers successfully engaged children, young people, and the business community. This was a decisive factor in our decision to support the project.

In collaboration with Aarhus Events, we dedicated our sponsorship to a learning course called "Ocean's Heroes", aimed primarily at school children of all ages. The course taught students about plastic types, sorting, and the consequences of not handling plastic waste properly. The students worked together by class to create a bid for a plastic wave sculpture, and the winning classes were invited to watch the competing sailboats from a wooden ship.

SUSTAINABILITY FORUMS

In the financial year 2022/23, we held two HEARTLAND Sustainability Forums in Aarhus, Denmark. The purpose of the events was to inspire, enlighten, and maintain a continuous focus on sustainability within our partners and the companies we invest in.

HIGHLIGHTS

SUSTAINABILITY FORUMS

In the financial year 2022/23 we held two HEARTLAND Sustainability Forums in Aarhus, Denmark. The purpose of the events was to inspire, enlighten, and maintain a continuous focus on sustainability with our partners and the companies we invest in.

Through the HEARTLAND Sustainability Forum, we aim to provide our partners with inspiration from various aspects of the sustainability agenda, recognising that sustainability in a broad sense is essential for our future business success.

At the two events, there were presentations from several different partner companies, experts, politicians and business persons. Our founder and chairman Anders Holch Povlsen and CEO Lise Kaae were also speakers at both events. Danish media personalities Anders Morgenthaler and Anders Lund Madsen tied together the events as hosts at the first and second event respectively. In attendance were representatives from management in many of the partner companies in our portfolio.

"We firmly believe that sustainability is crucial for the world around us and for our current and future business. It is essential that we and our partners prioritise and increase our focus on sustainability," says Lise Kaae, CEO, HEARTLAND.

As part of our sustainability strategy, we will continue to host and facilitate further Sustainability Forums annually.

BESTSELLER

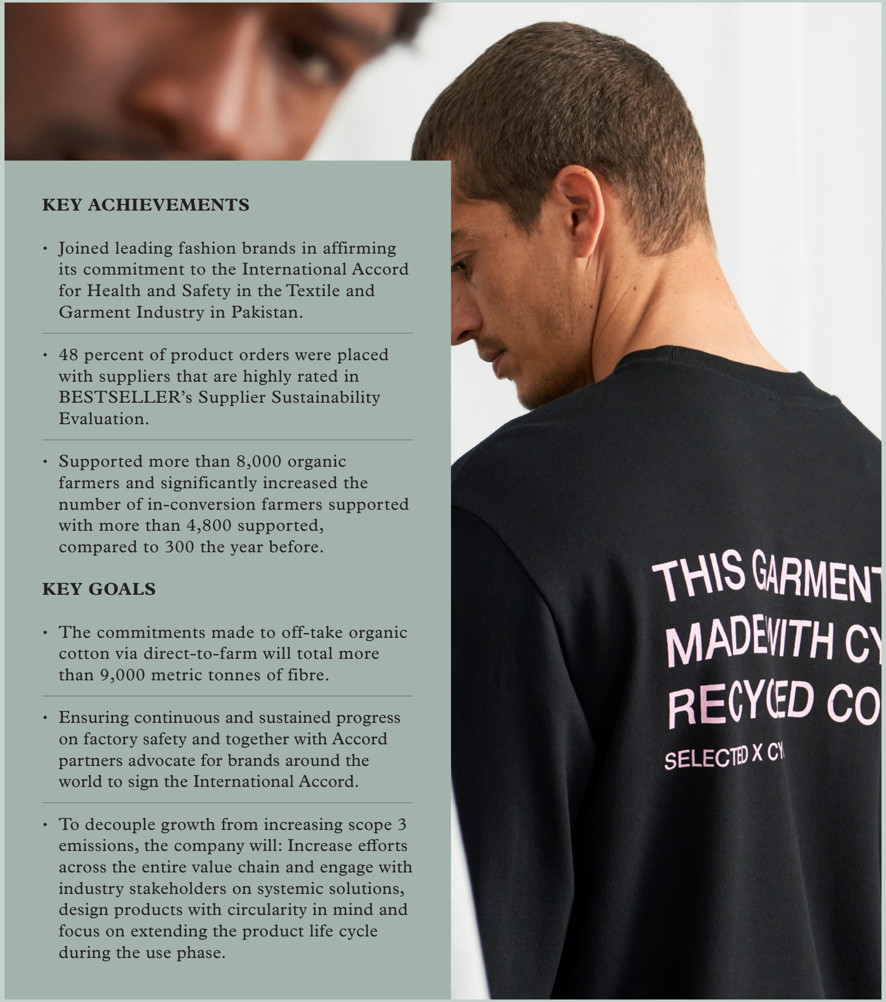
BESTSELLER is a global fashion company comprising a group of brands that design fashion for all ages, genders, and occasions. The company was established in Denmark in 1975 by the Holch Povlsen family, and they still adhere to the Founding Principles defined then.

BESTSELLER offers good quality products at competitive prices and sells them in over 75 countries across Europe, Asia, North America, South America, Oceania, and the Middle East. The wholesale business sells products to more than 16,000 multi-brand, department stores, and online retailers globally. There are approximately 2,700 branded BESTSELLER retail stores in 38 countries worldwide, of which the company owns around 2,100, while the others are operated by partners.

The company has over 20,000 employees working across various functions, including design, logistics, sales, technology, and more. It employs committed and ambitious colleagues with a positive mindset.

The company's global supply chain partners include over 400 suppliers, and products are manufactured at more than 800 factories, employing over 700,000 people across 29 countries.

HEARTLAND owns 100 percent of BESTSELLER.



KEY ACHIEVEMENTS

- Joined leading fashion brands in affirming its commitment to the International Accord for Health and Safety in the Textile and Garment Industry in Pakistan.
- 48 percent of product orders were placed with suppliers that are highly rated in BESTSELLER's Supplier Sustainability Evaluation.
- Supported more than 8,000 organic farmers and significantly increased the number of in-conversion farmers supported with more than 4,800 supported, compared to 300 the year before.

KEY GOALS

- The commitments made to off-take organic cotton via direct-to-farm will total more than 9,000 metric tonnes of fibre.
- Ensuring continuous and sustained progress on factory safety and together with Accord partners advocate for brands around the world to sign the International Accord.
- To decouple growth from increasing scope 3 emissions, the company will: Increase efforts across the entire value chain and engage with industry stakeholders on systemic solutions, design products with circularity in mind and focus on extending the product life cycle during the use phase.

BESTSELLER

BESTSELLER'S SUSTAINABILITY STRATEGY

BESTSELLER is committed to driving the fashion industry towards a circular future with reduced environmental impact and improved wellbeing for all. Its sustainability strategy, Fashion FWD, holds it accountable and sets the direction for the company's future. The company aims to invest in renewable energy, use resources efficiently, promote human rights, and keep resources in circulation to be a force for change. The Executive Board owns and oversees Fashion FWD, while FAST, the Focused, Action-oriented Sustainability Taskforce, integrates sustainability into the business.

BESTSELLER also has cross-brand and cross-functional groups to share best practices and engage colleagues in solutions. It believes that a successful business respects people and planetary boundaries and can be a positive force for change.

The company implements existing and innovative solutions across its value chain to address sustainability challenges in the fashion industry. It collaborates with HEARTLAND on Invest FWD, to increase investments in sustainable business opportunities, including materials with lower environmental impact like recycled and organic fabrics.

ENVIRONMENTAL

ADDRESSING CLIMATE IMPACT

BESTSELLER has a responsibility to play a part in limiting the impacts the business has on the environment. Here it strives to reduce its direct and indirect climate footprint.

It is committed to reducing absolute scope 1 and 2 GHG emissions by 50 percent from a 2018 base year by 2030. In 2022, total scope 1 and 2 emissions were stable compared to 2021, at 82 percent below the 2018 baseline.

The company has also committed to reducing absolute Science Based Targets (SBT) scope 3 GHG emissions from purchased goods and services, and upstream and downstream transportation by 30 percent from a 2018 base year by 2030. In 2022, SBT scope 3 emissions increased by 19 percent from 2021. This meant total accumulated SBT scope 3 emissions have increased 30 percent from the company's 2018 baseline.

To decouple growth from increasing scope 3 emissions, it will increase efforts across its whole value chain and engage with stakeholders across its industry on systemic solutions. Designing products with circularity in mind, work holistically across the supply chain and increase focus on product use phase to extend life cycle.

PREPARING FOR A CIRCULAR FUTURE

BESTSELLER is preparing for a circular future by decoupling its consumption from virgin materials as much as possible. It works across the industry to find innovative solutions to extend product life cycles, making it easier for our products to be reused as resources.

Cotton is the company's most significant material. 40 percent material of the volume is cotton. It is committed to responsible sourcing due to the significant environmental impact of conventional cotton farming.

BESTSELLER uses direct-to-farm sourcing to create a secure market for organic and in-conversion cotton and to promote transparency around the impact of its investments. The company's goal is to source 30 percent from organic or in-conversion cotton within its cotton supply by 2025.

The company now sources 100 percent of its cotton from preferred sources, with organic cotton accounting for 10 percent and in-conversion cotton 1 percent. While the overall share of organic cotton fell from 13 percent last year due to industry-wide integrity issues and traceability, it worked directly with organic cotton farmers, spinners, weavers, and garment manufacturers to increase the organic cotton share in 2023/24 significantly.

In terms of other materials, use of recycled polyester increased to 14 percent, while use of certified and branded man-made cellulosic fibers fell slightly to 39 percent.

In 2023, the company launched an updated version of its Circular Design Guide, setting ambitious standards for working with and designing collections for circularity. The new version focuses on product use and purpose in the design process.

SOCIAL

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

The supply chain poses the most significant human rights risks and opportunities for BESTSELLER to improve the wellbeing of those who manufacture its products.

The company takes a consistent and holistic approach to responsible supply chain management. It defines its commitment to human rights in its value chain through its Human Rights Policy, Code of Conduct, and Responsible Sourcing policies, with a focus on its own operations and supply chain.

BESTSELLER's Code of Conduct outlines the expected ethics and behaviour of suppliers and subcontractors who manufacture products.

This year, as a member of the Steering Committee of the International Accord, BESTSELLER joined leading fashion brands in affirming our commitment to the International Accord for Health and Safety in the Textile and Garment Industry in Pakistan. The new Accord Agreement is a legally binding commitment to support the development of a workplace safety programme for Pakistan's garment industry.

As part of its due diligence programme in 2022, BESTSELLER implemented a Supplier Sustainability Evaluation system globally. The evaluation integrates factory-level data on social, labour, and environmental performance with supplier-level data on responsible supply chain management, commitment, ethics, and transparency.

Highly rated suppliers meet industry best practices for human rights and environmental management, proactively reduce its own impacts, and engage in efforts to reduce the industry's impact. By the end of 2022/23, 48 percent of BESTSELLER's product orders were placed with highly rated suppliers in its Supplier Sustainability Evaluation.

PEOPLE

BESTSELLER has grown from a single retail store to a company with over 20,000 colleagues.

Despite this growth, the company prioritises retaining a culture of family-ownership, trust, and respect. Its vision includes fairness, opportunities, and a sense of responsibility, treating each other like family, creating an empowering environment for people to thrive and develop.

BESTSELLER takes a zero-tolerance approach to harassment and has a Stand Together Against Harassment policy to guide its approach. All colleagues have the right to feel safe and secure at work.

This year, the company rolled out its annual employee survey, Our People's Voice, to all markets globally, and over 80 percent of recipients responded. The engagement score for the survey increased by one point to 80. With 11,000 colleagues responding and 21,000 comments received, colleagues made their voices heard more clearly than ever before.

A diverse workforce is crucial for the company to compete globally and bring fashion forward while also addressing the risk related to employee conditions. It strives to build a workforce that is representative of society, guided by its Diversity and Inclusion Policy (D&I) and Code of Ethics.

In 2022/23, the company relaunched its global D&I policy, including a development plan for a globally aligned Diversity, Equity & Inclusion (DE&I) Action Plan. This plan will provide direction and a set of KPIs for work through 2026.

GOVERNANCE

BESTSELLER faces risks involving unethical behaviour in the globalised and complex fashion industry, particularly in regions with weak political and social institutions and reduced transparency.

To conduct business with ethics and integrity and protect against unethical practices, the company has a biannually updated Code of Ethics that supports its Anti-Corruption and Anti-Fraud Policies.

The Code of Ethics covers various aspects of doing business with partners, including anti-bribery and corruption. Colleagues receive online training on how to handle ethical situations such as bribery, conflict of interest, and harassment. BESTSELLER uses HEARTLAND's whistle-blower system available to all colleagues and cooperation partners.

In 2022/23, the company continued to provide Code of Ethics training to new colleagues and developed specialised training for colleagues exposed to suppliers after a risk assessment on anti-corruption.

The training helps colleagues proactively avoid ethical dilemmas. The company is implementing a new Sanctions Screening Tool to support colleagues from Responsible Sourcing in evaluating suppliers for risks associated with sanctions. It plans to continue rolling out Code of Ethics training to all colleagues and have a new roll-out planned for 2024.

NORMAL

NORMAL, a Danish retailer, offers completely normal products at abnormally low prices. Its focus is on personal care and cosmetics, including popular brands in skin care, hair care, dental care, makeup, and cleaning.

NORMAL is more than just low prices on well-known brands. The company strives to provide a unique shopping experience by constantly changing its shelves and podiums to feature new and exciting products. Its store layout invites shoppers on a treasure hunt among both well-known and unknown brands, making it easy to shop without breaking the bank.

Since opening its first store in Denmark in 2013, NORMAL has grown into a chain with over 7,000 employees and 500 stores across Denmark, Norway, Sweden, the Netherlands, France, and Finland.

HEARTLAND owns 75 percent of NORMAL.

ENVIRONMENTAL

NORMAL has the ambition to increase its focus within all matters of ESG. That is why the company in FY 2023/24 is looking forward to introducing its sustainability approach through a more comprehensive sustainability strategy, which will be anchored in its corporate strategy.

NORMAL continuously strives to reduce energy and resource consumption in its daily operations and introduce new optimised approaches in its routines and products offered. One of the major goals is to gain a better

KEY ACHIEVEMENTS

- Implemented a platform to track and review electricity consumption in NORMAL stores in real time.
- Expanded the concept of "Land of NORMAL opportunities", which is emphasising the options and possibilities offered across the organisation – with rollouts in Sweden and Finland.
- Launched local charitable initiatives initiated by personnel at the company headquarters.

KEY GOALS

- In FY 2023/24, NORMAL plans to introduce a sustainability strategy, which will contain a structured approach to sustainability.
- During the next financial year, the company's goal is to gain a better understanding of its climate baseline covering both scope 1, 2 and 3.
- NORMAL plans to implement a new standard for waste assortment across all locations in the coming year.

understanding of the climate baseline, which includes better understanding of footprint and the opportunity to share more detailed data and goals going forward.

One of the main risks remains to be the use of materials and ingredients for the products sold in its stores, which also have a significant impact on the footprint, which the company will gain a better understanding of in the coming year. The company continues to work with an increased focus on packaging and circularity. Together with suppliers, it launched an initiative to identify the optimal packaging materials and solutions, to minimise waste and have the most optimal solutions for stores.

NORMAL supported Lykkeliga, a Danish network of handball teams for handicapped children.

Another impact from NORMAL is in its own daily operations and maintenance. One initiative to reduce impact is implementing a platform that allows the company to track and review electricity consumption in stores in real time. Another initiative is handling the large amount of waste by implementing a new standard for waste assortment across all locations. It is also planning to engage with suppliers to minimise the amount of waste generated in shipping and handling of goods.

SOCIAL

NORMAL strives to be a preferred workplace with a high level of job satisfaction and wants to reflect its surrounding society, also in terms of workforce diversity, which both relates to gender, age, race as well as physical and/or mental disabilities.

The company wants to ensure that they can continuously succeed in attracting and retaining employees. A concept "cultural fit" is introduced across people and organisation, encompassing in the recruitment processes, onboarding flows and employee retention initiatives. The cultural fit ensures that employees represent a perfect match for the company, also in terms of culture and shared values.

In FY 2022/23, NORMAL continued to invest in people, focusing on training and development of employees under the conceptual framework "Land of NORMAL Opportunities", which is emphasising the options and possibilities offered across the organisation. For example, a store manager training concept has been launched in FY 2022/23 in Denmark. Similar role specific training concepts are being developed and rolled out, as well as launching leadership training and store trainee programmes in Denmark.

NORMAL continues to dedicate two days every year, where colleagues at the Danish headquarters work together to support charitable organisations. This year, it supported Lykkeliga, a Danish network of handball teams for handicapped children and young people working for securing equal opportunities for children with special needs to engage in local sports clubs and communities.

The other activity was an event where colleagues select, wrap, and deliver Christmas presents in the project "Santa's Workshop". During FY 2022/23, it launched various initiatives initiated by the local headquarters of its markets. For example, NORMAL Sweden produced and sold soft toys in stores in the country. The sales of which benefited a Swedish organisation supporting suicide prevention.

Being an international company with suppliers of different products, countries of origin and extensive supply chains, there can be risks that NORMAL can be involved in social and human rights situations that negatively impact people in the supply chain and the company.

The company recognises and respects all internationally acknowledged human rights and labour market conventions. All suppliers and business partners are expected to sign NORMAL's Code of Conduct or its own Code of Conduct on terms that meet or outweigh the requirements set out in its Code of Conduct. The company updates its Code of Conduct regularly.

GOVERNANCE

NORMAL has a zero-tolerance policy towards corruption and bribery, both within the company and towards business partners, and considers the business relationship with suppliers to pose the largest risk to the company. All employees receive and sign the internal Code of Ethics setting out its ethical guidelines and anti-corruption policy.

Likewise, in FY 2022/23, all suppliers have either signed the Code of Conduct or referred to its own Codes of Conduct on terms that meet its requirements. High ethical standards are of high priority for the company who will continuously focus on this subject.

KEY ACHIEVEMENTS

- All plastic bags were removed from the employee shop, while plastic cups and cutlery were removed from the warehouse. These actions resulted in a reduction of plastic use by 7.3 tonnes during 2022.
- nemlig.com continued the certification programme with the purpose to uphold and improve the service and quality provided by the transporters.
- nemlig.com has stopped using fossil-based electricity by shifting to use of 100 percent of solar electricity passed on a PPA (Power Purchase Agreement).

KEY GOALS

- In 2024, nemlig.com will launch its sustainability strategy. This will include carbon accounting and climate ambitions for 2025 to 2030.
- nemlig.com has a goal to utilise IT systems and algorithms to nudge customers to purchase goods with a lower environmental impact.
- Create packaging system for product delivery and mapping of packaging consumption and afterwards calculate and initiate initiatives to take back and reuse packaging and reduce its impact.
- Commence delivery of orders to customers in electric powered trucks.

nemlig.com

nemlig.com is the largest online supermarket retailer in Denmark, offering food and non-food groceries through its online platform. Currently, more than 80 percent of households are eligible to receive groceries and meal boxes from nemlig.com.

With over 11,500 unique item numbers and a vast selection of organic products, nemlig.com provides a wide range of daily groceries for everyday use, including items from over 25 unique farm and specialty shops. The company has over 1,400 employees and partners with suppliers and transporters to buy and deliver groceries throughout Denmark.

HEARTLAND owns 73 percent of nemlig.com.

ENVIRONMENTAL

nemlig.com's ambition is to be the grocery store in Denmark with the lowest environmental impact. The focus of its ambitions is in line with the following UN Sustainable Development Goals:

- **Goal 8:** Decent work and economic growth
- **Goal 12:** Responsible consumption and production
- **Goal 13:** Climate action

nemlig.com is continuously working with reducing its environmental impact by focusing on reduction of CO_2 emissions, reducing food waste and handling and recycling of own packaging.

A life cycle assessment (LCA), developed by a Danish technical consultancy firm, Force Technology, documented that delivery from nemlig.com has a lower climate footprint compared to the situation where the consumer goes grocery shopping by car.

The report also shows that the climate footprint is lower in larger cities like Copenhagen and Odense with a delivery from nemlig.com than if the consumer walks or rides their bike to a nearby grocery store. The report is the first step in finding the overall climate footprint and will be used as an important baseline for the ongoing work with the environment and climate.

nemlig.com has a goal to utilise IT systems and algorithms to nudge the customer to choose products with lower environmental impact. nemlig.com participated in a project called PlantPro together with Aarhus University, with a focus on nudging the customers to choose plant-based products instead of meat. Several project applications have been initiated both in connection with nudging the customer and reducing food waste.

nemlig.com is working purposefully to reduce its climate impact and will in 2024 evaluate whether or not to commit to Science Based Targets for emissions reductions no later than 2025. In 2024, nemlig.com will launch its sustainability strategy. This will include carbon accounting and climate ambitions for 2025 to 2030.

Reducing food waste is another focus area for nemlig.com. Here they are looking into three dimensions: Reduction in the value chain, reduction by the customer and donation of surplus goods.

The first thing is to reduce food waste in the value chain by making a better forecast in the buying process. After that, nemlig.com wants to reduce customers food waste by the customer through information campaigns and date marked goods with reduced prices. Lastly nemlig.com, will donate surplus goods to business partners such as nonprofit organisations.

The company currently has a waste rate of 1.1 percent of revenue for the financial year 2022/23, where the increase from last year is due to the opening of the new warehouse in Aarhus and the not yet established revenue, which challenges forecasting and purchasing of goods.

nemlig.com has a goal to reduce food waste by 50 percent from baseline 2021/22 (0.8 percent) by 2030. All plastic bags have been removed from the employee shop and plastic cups and cutlery have been removed from the warehouse during 2022. This resulted in a reduction of plastic of 7.3 tonnes in the year.

Another focus area is handling and recycling of own packaging. nemlig.com will create an efficient packaging system, monitor usage, and implement initiatives to recycle and reuse its packaging, reducing environmental impact. In the future, nemlig.com will increase its efforts to take back more packaging from customers.

SOCIAL

nemlig.com has a large focus on social responsibility and continuously promotes a safe and healthy workplace with a diverse, international, and multicultural group of employees. nemlig.com employs more than 65 different nationalities.

nemlig.com offers employees the opportunity to learn Danish during working hours. 100 employees learnt Danish in FY 2022/23.

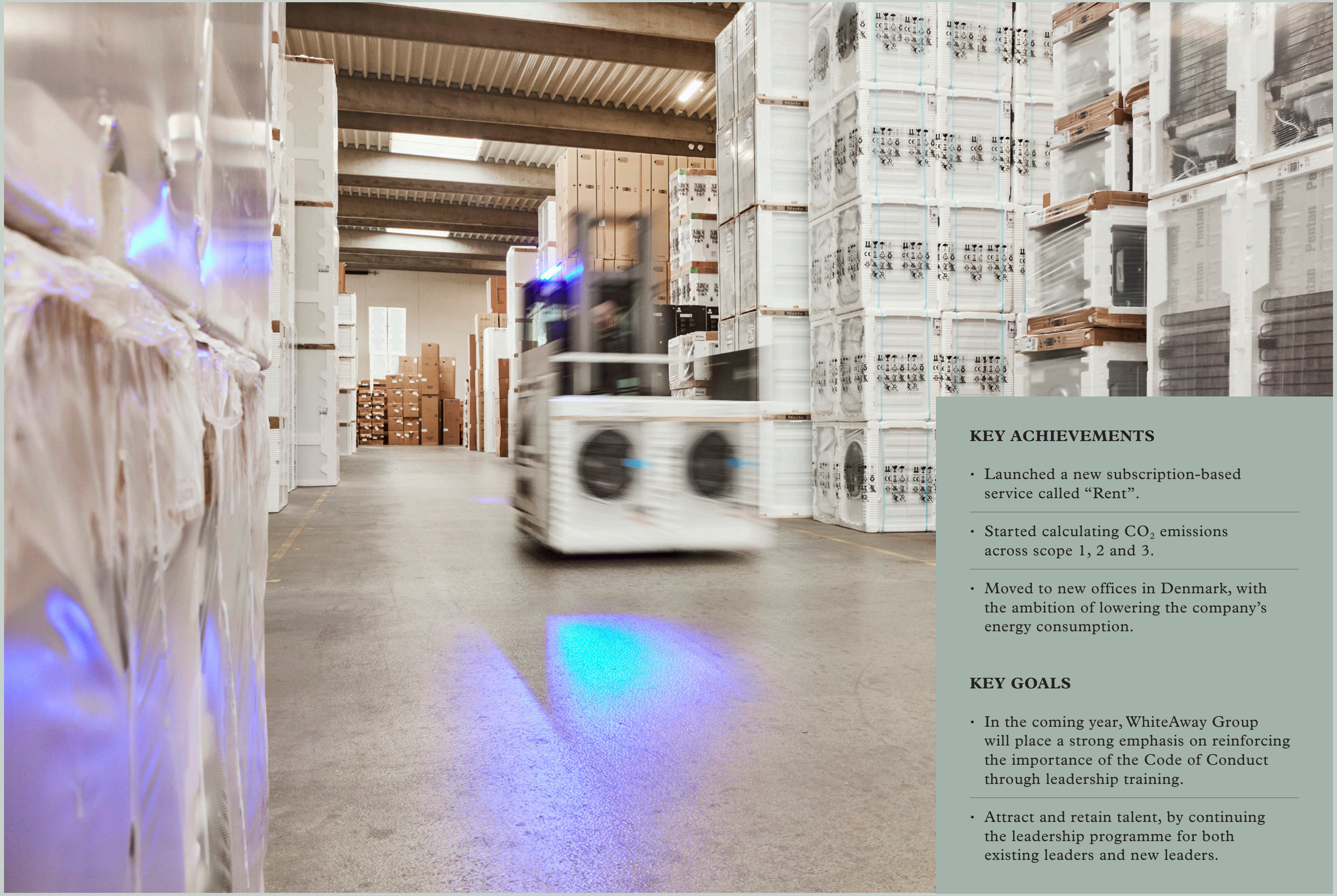
It is important for nemlig.com that every employee feels safe at work. That is why satisfaction surveys are carried out regularly and measure and improve the workplace accordingly. The latest satisfaction survey shows that employees are satisfied and have a good work life balance.

The importance of, and respect for, human rights, labour rights and a safe and healthy working environment is not only essential to nemlig.com in relation to its own employees but also in relation to people employed by its business partners. This is stated in its Code of Conduct and part of the agreements and reviews with both suppliers and independent transporters.

With regards to the transporters, nemlig.com has developed a certification programme with the purpose to uphold and improve the service and quality provided by the transporters. Every year, the transportation companies must document that they comply with the requirements. If the transportation company does not comply and does not correct alleged problems, the collaboration will cease.

GOVERNANCE

nemlig.com has governance systems in place to support responsible business practice. Among others, they have established a third-party whistle-blower system that invites both internal and external stakeholders to voice concerns anonymously. Upholding ethical business practices is crucial to the company and its whistle-blower system is a very useful tool to raise awareness about suspicious practices. It has a zero tolerance towards corruption, bribery, and nepotism and though it has not experienced any cases, the biggest risk of unethical behaviour is in relation to business partners.



WHITEAWAY GROUP

KEY ACHIEVEMENTS

- Launched a new subscription-based service called "Rent".
- Started calculating CO_2 emissions across scope 1, 2 and 3.
- Moved to new offices in Denmark, with the ambition of lowering the company's energy consumption.

KEY GOALS

- In the coming year, WhiteAway Group will place a strong emphasis on reinforcing the importance of the Code of Conduct through leadership training.
- Attract and retain talent, by continuing the leadership programme for both existing leaders and new leaders.

WhiteAway Group is a Danish company that purchases and sells white goods and electrical household appliances from European manufacturers to shoppers and professional customers.

The company operates through its own operations and franchise stores across Denmark, Norway, and Sweden, with over 240 employees. Its mission is to create measurable value and joy for customers and business partners today and tomorrow.

Initially, WhiteAway Group began as a hobby project for its founders and has since grown to become the largest player in the Scandinavian market for white goods. The company also owns Skousen, a Danish white goods retailer.

In a highly competitive industry with a high degree of product transparency, WhiteAway Group's intellectual capital resources primarily rely on its staff and web platform. The post-COVID-19 impact on customer's buying behaviour and market uncertainty has adversely affected its business going into this year.

HEARTLAND owns 55 percent of WhiteAway Group.

ENVIRONMENTAL

The protection of the environment and the reduction of greenhouse gas emissions (GHGe) are at the top of the agenda in relation to own operations, suppliers, and not least the logistics setup. In 2022/23, the company started to calculate CO_2 emissions across scope 1, 2 and 3, which will facilitate an opportunity to further explore reduction emmissions strategically.

WhiteAway Group continuously focuses on reducing its energy consumption in own operations by collaborating with last mile distribution partners, warehouse management partners as well by encouraging product suppliers to strengthen the assortment of more energy efficient alternatives and focusing on its overall environmental impact.

In the end of 2022, the company moved to new offices in Denmark. The key criteria for the choice of location, as well as design of the offices, was lowering the overall energy consumption of the office.

The company acknowledges that the biggest impact in its value chain is during product use phase and that is also why a focus area is to provide the better product and guide the customers within the new energy labels and energy consumption reduction.

In November 2022, WhiteAway Group launched Rent, a new subscription-based service. The primary objective is to extend the lifespan of white goods, with a particular focus on washing machines.

Another initiative launched was to provide solutions for collection and disposal of the products at the end of its life, ensuring safe and correct disposal practices. That is why it collaborates with external partners who specialise in repairing and reusing spare parts. The products that cannot be repaired are efficiently recycled, with materials sorted into appropriate categories.

SOCIAL

WhiteAway Group is committed to social responsibility and wants to contribute to the well-being of its employees by offering them equal opportunities and striving towards having a value-based workplace that drives employee engagement and satisfaction.

Low levels of employee satisfaction and the ability to attract and retain talent are identified as a material risk. In FY 2022/23, the company saw its employee satisfaction score rise from 77.5 to 79 compared to FY 2021/22, which is a result of having driven and empathetic leaders.

The company has continued its leadership programme, extending the same training opportunities to all new leaders, while providing seasoned leaders with support to further hone their skills. The purpose is to foster a positive work environment, enhance employee engagement and reinforce its commitment to the well-being of its employees.

It promotes an open, diverse, and inclusive environment, where employees are welcomed and can contribute regardless of background. Diversity is an important part of doing business which is also a focus area across leadership functions. When recruiting for new leadership positions, whether using internal or external recruitment, the company requires both male and female candidates to be present in the process.

The company does not tolerate any discrimination or harassment based on religion, race, colour, gender, disabilities, age, sexual orientation, political orientation, or any other kind of harassment, as stated in its employee handbook. Inclusion and non-discrimination are addressed at both recruitment workshops for leaders, a leadership development programme, and value introduction for employees.

The company supports and respects the internationally proclaimed human rights and works to identify risks, prevent, and mitigate negative impacts on human rights across its value chain.

A Skousen store, one of the brands in the WhiteAway Group.

Forced labour and human trafficking have been identified as material risks, but human rights in general are addressed in the company's Code of Conduct. This is a mandatory part of business agreements and part of the annual negotiations with suppliers.

The company has initiated a due diligence process consisting of risk assessments, where suppliers are categorised in four segments based on country risk and volume of purchase. All suppliers are continually reviewed.

GOVERNANCE

The company's Employee Handbook and the Supplier Code of Conduct underlines that WhiteAway Group does not accept corruption in any form, including bribery and facilitation payments and has strict guidelines regarding entertainment and gifts. Operating internationally, the company is exposed to risks associated with corruption and bribery, with the most material risks existing in the supply chain. It has a whistle-blower system where corruption and bribery issues can be reported.

GROUP

Consolidated financial statements

INCOME STATEMENT

1 August - 31 July

(mDKK)	Note	2022/23	2021/22
Revenue	1	**54,980**	**50,491**
Other operating income		177	322
Cost of sales		-31,583	-27,579
Other external costs		-8,454	-8,164
Gross profit		**15,120**	**15,070**
Staff cost	2	-8,456	-7,540
Depreciation, amortisation and impairment losses	8-9	-1,752	-1,118
Profit before net financials		**4,912**	**6,412**
Result from investments in associates	3	-2,326	-2,895
Financial income	4	725	590
Financial costs	5	-1,255	-1,906
Profit before tax		**2,056**	**2,201**
Tax on profit for the year	6	-996	-946
Profit for the year		**1,060**	**1,255**

BALANCE SHEET
31 July

Assets (mDKK)	Note	2023	2022
Software		366	371
Goodwill		1,242	1,507
Key money/leasehold rights/trademark rights		68	66
Intangible assets	**8**	**1,676**	**1,944**
Land and buildings		13,448	12,903
Other fixtures and fittings, tools and equipment		2,393	1,863
Leasehold improvements		1,232	894
Property, plant and equipment in progress		3,245	2,448
Property, plant and equipment	**9**	**20,318**	**18,108**
Investments in associates	10	15,269	18,642
Other non-current investments	11	1,141	1,305
Deposits	11	290	238
Fixed financial assets		**16,700**	**20,185**
Total non-current assets		**38,694**	**40,237**

Assets (mDKK)	Note	2023	2022
Inventories		**8,404**	**10,609**
Trade receivables		2,986	3,284
Receivables from associates		680	434
Other receivables		1,304	1,776
Deferred tax asset	13	259	248
Corporation tax		219	170
Prepayments	12	583	460
Receivables		**6,031**	**6,372**
Securities		**727**	**885**
Cash and cash equivalents		**4,156**	**3,050**
Total current assets		**19,318**	**20,916**
Total assets		**58,012**	**61,153**

BALANCE SHEET
31 July

Equity and liabilities (mDKK)	Note	2023	2022
Share capital		80	80
Reserve for exchange rate adjustments		-20	1,581
Reserve for hedging adjustment		-17	366
Retained earnings		31,422	30,639
Equity before non-controlling interests		**31,465**	**32,666**
Non-controlling interests		1,290	1,255
Equity		**32,755**	**33,921**
Deferred tax	13	289	324
Other provisions	14	1,185	1,453
Total provisions		**1,474**	**1,777**
Mortgage loans		2,552	1,291
Credit institutions		1,830	3,050
Total non-current liabilities	**15**	**4,382**	**4,341**

Equity and liabilities (mDKK)	Note	2023	2022
Mortgage loans	15	88	477
Credit institutions		10,270	9,123
Trade payables		4,731	6,337
Corporation tax		896	1,184
Payables to associates		153	149
Other payables		3,129	3,725
Deferred income	16	134	119
Total current liabilities		**19,401**	**21,114**
Total liabilities		**23,783**	**25,455**
Total equity and liabilities		**58,012**	**61,153**

STATEMENT OF CHANGES IN EQUITY

(mDKK)	Share capital	Reserve for exchange rate adjustments	Reserve for hedging adjustments	Retained earnings	Equity before non-controlling interests	Non-controlling interests	Total
Equity at 1 August 2022	**80**	**1,581**	**366**	**30,639**	**32,666**	**1,255**	**33,921**
Exchange adjustments	0	-1,601	0	0	**-1,601**	-19	**-1,620**
Ordinary dividend paid	0	0	0	0	**0**	-126	**-126**
Purchase of non-controlling shares	0	0	0	-37	**-37**	-160	**-197**
Additions non-controlling interests	0	0	0	0	**0**	32	**32**
Fair value adjustment of hedging instruments	0	0	-491	0	**-491**	0	**-491**
Tax on transactions on equity	0	0	108	0	**108**	0	**108**
Other equity movements	0	0	0	68	**68**	0	**68**
Net profit for the year	0	0	0	752	**752**	308	**1,060**
Equity at 31 July 2023	**80**	**-20**	**-17**	**31,422**	**31,465**	**1,290**	**32,755**

THE SHARE CAPITAL CONSISTS OF:	**Nominal Value**
40,000 A shares of DKK 1,000	40,000
40,000 B shares of DKK 1,000	40,000
Total shares	**80,000**

The shares have equal voting rights.

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ACCOUNTING POLICY

Reserve for exchange rate adjustments
The reserve for exchange rate adjustment comprises the share of foreign exchange rate differences arising on translation of financial statements of entities that have a functional currency other than DKK, foreign exchange rate adjustments of assets and liabilities considered part of the Parent's net investments in such entities. The reserve is dissolved on the sale of foreign entities or if the conditions for effective hedging no longer exist. When equity investments in subsidiaries and associates in the parent company financial statements are subject to the limitation requirement in the net revaluation reserve according to the equity method, foreign exchange rate adjustments will be included in this equity reserve instead.

Dividends
Proposed dividends are disclosed as a separate item under equity. Dividends are recognised as a liability when declared by the annual general meeting of shareholders.

Reserve for hedging transactions
The reserve for hedging transactions includes the accumulated net change in the fair value of hedging transactions that meet the criteria for hedging future payment flows and the hedged transaction has not yet been realised. The reserve is dissolved when the hedged transaction is realised, if the hedged cash flows are no longer expected to be realised or if the hedging is no longer effective. The reserve does not represent a company law binding and may therefore be negative.

CASH FLOW STATEMENT

ACCOUNTING POLICIES

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

The cash flow effect of additions and disposals of entities is shown separately under cash flows from investing activities. The cash flow statement includes cash flows from acquired entities from the time of acquisition, and cash flows from sold entities are included until the date of sale.

Cash flows from operating activities
Cash flows from operating activities comprise cash flows presented according to the indirect method and are calculated as the share of the profit for the year adjusted for changes in the working capital, paid corporate taxes and non-cash income statement items such as depreciation, amortisation and impairment losses and provisions made. The working capital comprises current assets less current liabilities – exclusive of the financial statement items included in cash and cash equivalents.

Cash flows from investing activities
Cash flows from investing activities comprise cash flows from payments associated with the purchase of sale of companies, activities and financial non-current assets as well as purchase, development, improvement and sale etc. of intangible assets and property, plant and equipment.

Cash flows from financing activities
Cash flows from financing activities comprise changes in the size or composition of the Group's and the Parent company's share capital and related costs, as well as the raising of loans, repayment of interest-bearing debt and payment of dividends to shareholders.

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

(mDKK)	Note	2022/23	2021/22
Net profit for the year		**1,060**	**1,255**
Adjustments	23	4,525	6,177
Change in working capital	24	-68	-3,993
Corporation tax paid		-1,271	-1,045
Cash flows from operating activities		**4,246**	**2,394**
Purchase of intangible assets		-210	-284
Purchase of property, plant and equipment		-3,896	-3,834
Purchase of non-current investments		-1,374	-1,604
Sale of intangible assets		24	21
Sale of property, plant and equipment		167	65
Sale of non-current investments		208	31
Sale/purchase securities		5	-161
Dividends received from associates		1,386	124
Deposits		-51	-23
Cash flows from investing activities		**-3,741**	**-5,665**
Repayment/raising of mortgage loans		4	572
Repayment/raising of loans from credit institutions		898	1,323
Sale/purchase of non-controlling shares		-164	-299
Dividend paid		-126	-56
Cash flows from financing activities		**612**	1,540
Change in cash and cash equivalents		**1,117**	**-1,731**
Cash and cash equivalents at 1 August 2022		3,050	4,724
Purchase of subsidiary		0	0
Exchange adjustment of cash		-11	57
Cash and cash equivalents at 31 July 2023		**4,156**	**3,050**

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ACCOUNTING POLICIES

This section introduces HEARTLAND's accounting policies. A detailed description of accounting policies is disclosed in the respective notes.

The annual report has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The accounting policies applied are consistent with those of last year. The annual report for 2022/23 is presented in mDKK.

BASIS OF RECOGNITION AND MEASUREMENT

Income is recognised in the income statement as earned, including value adjustments of financial assets and liabilities. All costs, including amortisation, depreciation and impairment losses, are also recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits will flow to the group's and the parent company's 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 from the group's and the parent company's and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. On subsequent recognition, assets and liabilities are measured as described below for each individual accounting item.

Certain financial assets and liabilities are measured at amortised cost using the effective interest method. Amortised cost is calculated as the historic cost less any installments and plus/less the accumulated amortisation of the difference between the cost and the nominal amount.

On recognition and measurement, allowance is made for predictable losses and risks which occur before the annual report is presented and which confirm or invalidate matters existing at the balance sheet date.

RECOGNITION AND MEASUREMENT OF BUSINESS COMBINATIONS

Newly acquired or newly established subsidiaries are recognised in the consolidated financial statement from the date of acquisition or the date of establishment respectively. When subsidiaries are sold or liquidated, they cease to be recognised in the consolidated financial statement at the time of transfer or time of liquidation and earnings or losses at the time of sale or liquidation are recognised in the profit and loss account. The comparative figures are not adjusted for acquisitions or disposals.

Gains and losses on the disposal 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, any non-amortised goodwill and anticipated disposal costs.

Acquisitions of enterprises are accounted for using the purchase method, according to which the identifiable assets and liabilities acquired are measured at their fair value at the date of acquisition. Costs for restructuring recognised in the acquired entity before the date of acquisition and not an agreed part of the acquisition is part of the acquisition balance sheet and hence the calculation of goodwill. Costs relating to restructuring decided by the acquiring entity must be recognised in the income statement. The tax effect of the restatement of assets and liabilities is considered.

Any excess of the cost over the fair value of the identifiable assets and liabilities acquired (goodwill) is recognised as intangible assets and amortised on a systematic basis in the income statement based on an individual assessment of the useful life of the asset. Any excess of the fair values of the identifiable assets and liabilities acquired over the cost of the acquisition (badwill), representing an anticipated adverse development in the acquired enterprises is recognised in the income statement at the date of acquisition when the general revenue recognition criterias are met.

If, at the date of acquisition, the identification or measurement of acquired assets, liabilities and/or contingent liabilities or the size of the purchase consideration is associated with uncertainty, initial recognition will be based on preliminary calculated amounts. If it subsequently turns out that the identification or measurement of the purchase consideration, acquired assets, liabilities and/or contingent liabilities was not correct on initial recognition, the calculation will be adjusted with retrospective effect, including goodwill, until 12 months after the acquisition, and comparative figures will be restated. Subsequently, any adjustments made will be recognised as error.

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 part of the purchase consideration is contingent on future events or compliance with agreed terms, such part of the purchase consideration is recognised in the income statement.

Costs incurred to acquire entities are recognised in the income statement in the year in which they are incurred.

RECOGNITION AND MEASUREMENT OF INTRA-GROUP BUSINESS COMBINATIONS

The uniting of interests method is applied to business combinations such as acquisition and disposal of investments, mergers, demergers, additions of assets and share conversions, etc. in which entities controlled by the parent company are involved, provided the combination is considered final at the time of acquisition with restatement of comparative figures. Differences between the agreed consideration and the carrying amount of the acquired entity are recognised in the equity.

Expenses defrayed in connection with acquisitions are recognised in the income statement in the year in which they are defrayed.

If, at the date of acquisition, the identification or measurement of acquired assets, liabilities and/or contingent liabilities or the size of the purchase consideration is associated with uncertainty, initial recognition will be based on preliminarily calculated amounts.
If it subsequently turns out that the identification or measurement of the purchase consideration, acquired assets, liabilities and/or contingent liabilities was not correct on initial recognition, the calculation will be adjusted with retrospective effect, including goodwill, until 12 months after the acquisition, and comparative figures will be restated. Subsequently, any adjustments made will be recognised as error.

CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements comprise the Parent company HEARTLAND A/S and subsidiaries in which the Parent company, directly or indirectly, holds more than 50% of the voting rights or otherwise has a controlling interest cf. the Group chart.

The consolidated annual accounts are prepared as a consolidation of the accounts of the Parent company and the individual subsidiaries. Adjustments are made for intercompany turnover and expenditure, shareholdings, intra-group balances and dividends, as well as unrealised internal income and loss. The accounts used for the consolidation are prepared in accordance with the Group's accounting policies.

Investments in subsidiaries are set off against the proportionate share of the subsidiaries' fair value of net assets and liabilities at the acquisition date.

Entities acquired or formed during the year are recognised in the consolidated financial statements from the date at which control is obtained. Entities sold during the year are recognised in the consolidated income statement until the date of disposal. Comparative figures are not restated for acquisitions or disposals.

Acquisitions and disposals of non-controlling interests that are still controlled are recognised directly in equity as a transaction between shareholders.

Equity investments in associates are recognised in the consolidated financial statements using the equity method.

NON-CONTROLLING INTERESTS

The annual accounts of the Group's subsidiaries are included 100 % in the consolidated figures. The non-controlling interests proportionate share of the profit and loss as well as the equity in subsidiaries not 100% owned by the Group are included as a part of the Group's profit and loss but are disclosed separately.

On initial recognition, non-controlling interests are measured at the fair value of the non-controlling interests' proportionate share of the fair value of the acquired entity's identifiable assets, liabilities and contingent liabilities. Goodwill relating to the non-controlling interests' share of the acquiree is thus recognised.

FOREIGN CURRENCY TRANSLATION

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Foreign exchange differences arising between the exchange rates at the transaction date and at the date of payment are recognised in the income statement as financial income or financial costs. If foreign currency transactions are considered cash flow hedges, the value adjustments are taken directly to equity.

Receivables and payables and other monetary items denominated in foreign currencies are translated at the exchange rates at the balance sheet date.

The difference between the exchange rates at the balance sheet date and the date at which the receivable or payable arose or was recognised in the latest financial statements is recognised in the income statement as financial income or financial costs. Non-current assets acquired in foreign currencies are measured at the exchange rate at the transaction date.

The income statements are translated at the average exchange rates for the year, and the balance sheet items are translated at the exchange rates at the balance sheet date. Foreign exchange differences arising on translation of such entities opening equity at closing rate and on translation of the income statements from the exchange rates at the transaction date to closing rate are taken directly to the fair value reserve under 'Equity' in the consolidated financial statements.

Foreign exchange adjustments of balances with separate entities which are considered part of the investment in the subsidiary are taken directly to equity. Correspondingly, foreign exchange gains and losses on loans and derivative financial instruments entered into to hedge net investments in such entities are ta-ken directly to equity.

DERIVATIVE FINANCIAL INSTRUMENTS

On initial recognition in the balance sheet, derivative financial instruments are measured at cost and subsequently at fair value. Positive and negative fair values of derivative financial instruments are included in 'Other receivables' or 'Other payables', respectively. Fair value adjustments of derivative financial instruments designated as and qualifying for recognition as a fair value hedge of recognised assets or liabilities are recognised in the income statement together with fair value adjustments of the hedged asset or liability.

Fair value adjustments of derivative financial instruments designated as and qualifying for hedging of future cash flows are recognised in other receivables or other payables and in equity. If the future transaction results in recognition of assets or liabilities, amounts previously recognised in equity are transferred to the cost of the asset or the liability, respectively. If the future transaction results in income or costs, amounts previously recognised in equity are transferred to the income statement in the period in which the hedged item affects the income statement.

As for derivative financial instruments that do not qualify for hedge accounting, fair value adjustments are recognised in the income statement on a current basis.

OTHER OPERATING INCOME

Other operating income comprises items of a secondary nature relative to the company's activities, including gains on the sale of intangible assets and items of property, plant and equipment.

COST OF SALES

Cost of sales comprises costs incurred in generating the revenue for the year. Cost of sales includes provisions for loss on returned goods.

OTHER EXTERNAL COSTS

Other external costs comprise costs for distribution, marketing and administration, including office costs, etc.

AMORTISATION, DEPRECIATION AND IMPAIRMENT LOSSES

Amortisation, depreciation and impairment losses comprise the year's amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

IMPAIRMENT OF NON-CURRENT ASSETS

The carrying amount of intangible assets and property, plant and equipment is reviewed in general to determine whether there is any indication of impairment in addition to that expressed by amortisation or depreciation. The impairment test is performed for each individual asset or group of assets. The recoverable amount of the asset is calculated as the value in use or the fair value less disposal costs, whichever is higher. Where there is indications of impairment, an impairment test is performed for each individual asset or group of assets, respectively. If it is not possible to determine the recoverable amount for individual assets, the assets are reviewed jointly in the smallest identifiable group of assets to determine a reliable recoverable amount.

The recoverable amount is the higher of the net selling price and the value in use. The value in use is determined as the present value of the anticipated net cash flows from the use of the asset or group of assets and the anticipated net cash flows from the disposal of the asset or group of assets after the end of their useful life.

Domicile properties and other assets, for which it is not possible to calculate an individual capital value as the asset, in itself, does not generate future cash flows, are subject to a test for indication of impairment together with the group of assets, to which they may be attributed.

Previously recognised impairment losses are reversed when the reason for recognition no longer exists.

INVENTORIES

Inventories are measured at cost using the FIFO method. Where the net realisable value is lower than the cost, inventories are recognised at this lower value.

The cost of inventories comprises the purchase price plus delivery costs.

The net realisable value of inventories is calculated as the selling price less costs of completion and costs incurred to effect the sale. The net realisable value is determined taking into account marketability, obsolescence and expected selling price movements.

RECEIVABLES

Receivables are measured at amortised cost.

An impairment loss is recognised if there is objective evidence that a receivable or a group of receivables is impaired. If there is objective evidence that an individual receivable is impaired, an impairment loss for that individual asset is recognised.

PREPAYMENTS

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

SECURITIES

Securities, which consist of listed shares, are measured at fair value (Fair value level 1) at the balance sheet date.

LIABILITIES OTHER THAN PROVISIONS

Other liabilities, which include trade payables, payables to group entities and other payables, are measured at amortised cost, which is usually equivalent to nominal value.

DEFERRED INCOME

Deferred income consists of payments received in respect of income in subsequent financial years. E.g. rent income, tenant allowance and other deferred income.

FAIR VALUE

Fair value is determined based on the principal market. If no principal market exists, the fair value is based on the most advantageous market, i.e. the market that maximises the price of the asset or liability less transaction and/or transport costs.

All assets and liabilities that are measured at fair value or whose fair value is disclosed are classified based on the fair value hierarchy, see below:

Level 1: Value based on the fair value of similar assets/liabilities in an active 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 based on non-observable market information.

NOTE 1

REVENUE

(mDKK)	2022/23	2021/22
Denmark	9,591	9,296
Rest of Europe	42,028	36,231
Rest of the world	3,361	4,964
Total revenue	**54,980**	**50,491**
Revenue related to sale of clothes	40,140	38,285
Revenue related to other activities	14,840	12,206
Total revenue	**54,980**	**50,491**

§

ACCOUNTING POLICY

Revenue from the sale of goods and services is recognised according to IAS 11/IAS 18 in the income statement when delivery is made, and risk has passed to the buyer and that the income can be reliably measured and is expected to be received.

Revenue is measured at the fair value of the agreed consideration, excluding VAT and other indirect taxes. Revenue is net of all types of discounts granted and estimated returns.

Segment information
Information is disclosed by activities and geographical markets. Segment information is based on the Company's accounting policies, risks and management control.

NOTE 2

STAFF COSTS

(mDKK)	2022/23	2021/22
Wages and salaries	7,072	6,293
Pensions	370	330
Other social security costs	690	585
Other staff costs	324	332
	8,456	**7,540**
Average number of employees	28,296	23,904

The executive board and board of directors received remuneration of 29 mDKK (2021/22: 38 mDKK)
The remuneration is dependent on the Group's performance

§

ACCOUNTING POLICY

Staff costs include wages and salaries, including compensated absence and pensions, as well as other social security contributions, etc., made to the employees. The item is net of refunds made by public authorities.

NOTE 3

RESULT FROM INVESTMENTS IN ASSOCIATES

(mDKK)	2022/23	2021/22
Net loss for the year	-2,317	-3,150
Realisation of investments in associates	-9	255
	-2,326	**-2,895**

NOTE 4

FINANCIAL INCOME

(mDKK)	2022/23	2021/22
Income from other non-current investments	127	22
Fair value adjustment securities	39	0
Other financial income	559	568
	725	**590**

NOTE 5

FINANCIAL COSTS

(mDKK)	2022/23	2021/22
Loss regarding other non-current investments	261	813
Fair value adjustment securities	202	314
Other financial costs	792	779
	1,255	**1,906**

§

ACCOUNTING POLICY

Financial income and costs comprise interest income and costs, realised and unrealised gains and losses on securities, payables and transactions denominated in foreign currencies, dividends received on other investments, amortisation of financial assets and liabilities as well as surcharges and refunds under the on-account tax scheme.

NOTE 6

TAX ON PROFIT FOR THE YEAR

(mDKK)	2022/23	2021/22
Current tax for the year	1,044	929
Change in deferred tax for the year	43	55
Adjustment of tax concerning previous years	-91	-38
	996	**946**

§

ACCOUNTING POLICY

The parent company is subject to the Danish rules on compulsory joint taxation of the Group's Danish subsidiaries. Subsidiaries participate in the joint taxation arrangement from the time when they are included in the consolidated financial statements and until the time when they withdraw from the consolidation. On payment of joint taxation contributions, the current Danish income tax is allocated between the jointly taxed entities in proportion to their taxable income. Entities with tax losses receive joint taxation contributions from entities that have been able to use tax losses to reduce their own taxable profits. Tax for the year, which comprises the current tax charge for the year and changes in the deferred tax charge, is recognised in the income statement as regards the portion that relates to the profit/loss for the year and directly in equity as regards the portion that relates to entries directly in equity.

NOTE 7

DISTRIBUTION OF PROFIT

(mDKK)	2022/23	2021/22
Non-controlling interests' share of net profit/loss of subsidiaries	308	229
Retained earnings	752	1,026
Profit for the year	**1,060**	**1,255**

NOTE 8

INTANGIBLE ASSETS

(mDKK)	Software	Goodwill	Key money Leasehold rights Trademark rights
Cost at 1 August 2022	**879**	**3,522**	**337**
Exchange adjustment	-6	-24	-7
Additions for the year	179	13	18
Disposals for the year	-18	-16	-3
Cost at 31 July 2023	**1,034**	**3,495**	**345**
Impairment losses and amortisation at 1 August 2022	**508**	**2,015**	**271**
Exchange adjustment	-1	-9	-4
Impairment losses and reversals for the year	11	0	-4
Amortisation for the year	155	253	17
Reversal of amortisation of sold assets	-5	-6	-3
Impairment losses and amortisation at 31 July 2023	**668**	**2,253**	**277**
Carrying amount at 31 July 2023	**366**	**1,242**	**68**

§

ACCOUNTING POLICY

Intangible assets are measured at cost less accumulated depreciation and impairment losses. Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use. Interests are not included in the cost. Where individual components of an item of intangible assets have different useful lives, they are accounted for as separate items, which are depreciated separately. Non-current assets are depreciated on a straight-line basis, based on cost and on the following continually estimated useful lives:

Software is amortised according to the straight-line method over the expected useful life of 3 to 5 years.

Goodwill is amortised over the estimated useful life between 5 to 20 years. The estimated useful life is determined by management based on their experience within each area of business. The amortisation period is determined based on to what extent the purchase concerns a strategically acquired company with a strong market position and a long-term profitability and to what extent the goodwill includes temporary intangible resources which have not been able to spin off and recognise as individual assets.

Leasehold rights/key money/trademark rights is amortised according to the straight-line method of the non-terminable leaseterm. In case such term does not exist, the leasehold right/key money/trademark rights is amortised over 5 to 7 years.

Gains and losses on the disposal of intangible assets are determined as the difference between the selling price less selling costs and the carrying amount at the date of disposal. Gains or losses are recognised in the income statement as other operating income or other operating costs.

NOTE 9

PROPERTY, PLANT AND EQUIPMENT

(mDKK)	Land and buildings	Other fixtures and fittings, tools and equipment	Leasehold improvements	Property, plant and equipment in progress
Cost at 1 August 2022	**15,265**	**4,540**	**3,660**	**2,448**
Exchange adjustment	-146	-93	-53	-8
Additions for the year	725	885	780	1,506
Disposals for the year	-177	-232	-238	-9
Transfers for the year	486	219	-13	-692
Cost at 31 July 2023	**16,153**	**5,319**	**4,136**	**3,245**
Impairment losses and depreciation at 1 August 2022	**2,362**	**2,677**	**2,766**	**0**
Exchange adjustment	-15	-55	-29	0
Impairment losses and reversals for the year	237	20	90	0
Depreciation for the year	224	429	318	0
Reversal of depreciation of sold assets	-75	-184	-230	0
Transfers for the years	-28	39	-11	0
Impairment losses and depreciation at 31 July 2023	**2,705**	**2,926**	**2,904**	**0**
Carrying amount at 31 July 2023	**13,448**	**2,393**	**1,232**	**3,245**

§

ACCOUNTING POLICY

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use. Interests are not included in the cost.

Where individual components of an item of property, plant and equipment have different useful lives, and the individual component is a significant part of the total cost, the cost is divided into separate components, which are depreciated separately.

Non-current assets are depreciated on a straight-line basis, based on cost and on the following continually estimated useful lifes:

Buildings: 10-100 years
Other fixtures and fittings, tools and equipment: 3-5 years
Leasehold improvements: 5-10 years

The basis of depreciation is based on the residual value of the asset at the end of its useful life. The depreciation period and the residual value are determined at the time of acquisition and are reassessed every year. Where the residual value exceeds the carrying amount of the asset, no further depreciation charges are recognised.

In case of changes in the depreciation period or the residual value, the effect on the depreciation charges is recognised prospectively as a change in accounting estimates.

Property, plant and equipment are written down to its recoverable amount if this is lower than the carrying amount.

Gains or losses from the disposal of property, plant and equipment are recognised in the income statement as other operating income or other operating expenses, respectively.

NOTE 10

INVESTMENTS IN ASSOCIATES

(mDKK)	2023	2022
Cost at 1 August 2022	**18,513**	**16,834**
Additions for the year	1,353	1,219
Disposals for the year	-401	-140
Transfers for the year	0	600
Cost at 31 July 2023	**19,465**	**18,513**
Revaluations at 1 August 2022	**129**	**2,707**
Disposals for the year	236	75
Exchange adjustment	-934	532
Result for the year	-2,317	-3,150
Received dividend	-1,386	-124
Transfers for the year	0	-141
Other equity movements, net	76	230
Revaluations at 31 July 2023	**-4,196**	**129**
Carrying amount at 31 July 2023	**15,269**	**18,642**
Goodwill included in the above carrying amount at 31 July 2023	**5,397**	**5,717**

Ownership in associates, see group chart pages 59-65

ACCOUNTING POLICY

INVESTMENTS IN ASSOCIATES

All participating interests are associates and thus classified as associates in the balance sheet. Investments in associates are measured at the proportionate share of the net asset value of the entities, calculated on the basis of the Group's accounting policies, plus or less unrealised intra-group gains or losses and plus or less any remaining value of positive or negative goodwill stated according to the purchase method.

Investments in associates with a negative net asset value are measured at DKK 0, and the carrying amount of any receivables from these entities is reduced to the extent that they are considered irrecoverable. If the parent company has a legal or constructive obligation to cover a deficit that exceeds the receivable, the balance is recognised under provisions.

Net revaluations of investments in associates are taken to the net revaluation reserve according to the equity method in so far as that the carrying amount exceeds the cost.

RESULT FROM INVESTMENS IN ASSOCIATES

The proportionate share of the profit/loss for the year of associates is recognised in both the consolidated and the Parent company's income statement after elimination of the proportionate share of intra-group profits/gains and amortisation of goodwill. In situations of sales of associates gains/losses are recognised in the income statement.

NOTE 11

NON-CURRENT INVESTMENTS

(mDKK)	Other non-current investment	Deposits
Cost at 1 August 2022	**3,146**	**238**
Exchange adjustment	0	0
Additions for the year	18	55
Disposals for the year	-48	-3
Cost at 31 July 2023	**3,116**	**290**
Revaluations at 1 August 2022	**-1,841**	**0**
Revaluations for the year	-134	0
Revaluations at 31 July 2023	**-1,975**	**0**
Carrying amount at 31 July 2023	**1,141**	**290**

Fair value of other non-current investments is measured based on stock market price (Fair Value Level 1). Fair value at 31 July 2023, constitute 736 mDKK. Fair value adjustment in profit and loss statement constitute -78 mDKK, where 127 mDKK presented as financial income and 205 mDKK as financial cost.

§

ACCOUNTING POLICY

Other non-current investments consist of other equity investments in which the group does not possess a controlling interest or significant influence. Other equity investments which are not listed investments are measured at cost. Long-term equity investments in listed entities are measured at fair value. Fair value adjustment is recognised under financial income or financial costs.

NOTE 12

PREPAYMENTS

Prepayments comprise prepaid costs regarding rent, insurance premiums, subscriptions and interest.

NOTE 13

DEFERRED TAX

(mDKK)	2023	2022
Deferred tax at 1 August	**-76**	**101**
Exchange adjustment	0	-4
Adjustment of deferred tax for the year	-43	-55
Other movements on deferred tax	89	-129
Deferred tax concerning previous years	0	11
Deferred tax at 31 July	**-30**	**-76**
Deferred tax is recognised in the balance sheet as follows:		
Deferred tax assets	259	248
Deferred tax liabilities	-289	-324
	-30	**-76**

§

ACCOUNTING POLICY

Deferred tax is measured according to the liability method in respect of temporary differences between the carrying amount of assets and liabilities and their tax base, calculated on the basis of the planned use of the asset and settlement of the liability, respectively. Deferred tax is measured at net realisable value. Adjustment is made to deferred tax resulting from elimination of unrealised intra-group profits and losses.

Deferred tax is measured according to the tax rules and at the tax rates applicable in the respective countries at the balance sheet date when the deferred tax is expected to crystallise as current tax. Deferred tax adjustments resulting from changes in tax rates are recognised in the income statement, with the exception of items taken directly to equity. Deferred tax assets, including the tax base of tax losses allowed for carry forward, are measured at the value to which the asset is expected to be realised, either as a set-off against tax on future income or as a set-off against deferred tax liabilities within the same legal tax entity. Any deferred net tax assets are measured at net realisable value.

NOTE 14

OTHER PROVISIONS

(mDKK)	2023	2022
Balance at beginning of year	1,453	1,760
Exchange adjustment	-6	-3
Provision in year	274	362
Applied in the year	-536	-666
	1,185	**1,453**

The expected due dates of other provisions are:		
Within one year	388	650
Between 1 and 5 years	703	684
Over 5 years	94	119
	1,185	**1,453**

Other provisions primarily compromise pending disputes, onerous lease contracts and other liabilities, etc.

§

ACCOUNTING POLICY

Provisions are measured at net realisable value or fair value. If the obligation is expected to be settled far into the future the obligation is measured at fair value. Provisions comprise anticipated costs for losses on returned goods, obligations concerning leases and other contractual liabilities. Provisions are recognised when the Group has a legal or constructive obligation at the balance sheet date and there is a probability of an outflow of resources required to settle the obligation.

NOTE 15

LONG-TERM DEBT

Mortgage loans (mDKK)	2023	2022
After 5 years	2,246	1,039
Between 1 and 5 years	306	252
Non-current portion	**2,552**	**1,291**
Within 1 year	88	477
Mortgage loans at 31 July	**2,640**	**1,768**

Credit institutions (mDKK)	2023	2022
After 5 years	0	0
Between 1 and 5 years	1,830	3,050
Non-current portion	**1,830**	**3,050**
Within 1 year	1,220	920
Credit institutions at 31 July	**3,050**	**3,970**

§

ACCOUNTING POLICY

Financial liabilities are recognised on the raising of the loan at the proceeds received net of transaction costs incurred. On subsequent recognition, the financial liabilities are measured at amortised cost, corresponding to the capitalised value, using the effective interest method. Accordingly, the difference between the net proceeds and the nominal value is recognised in the income statement over the term of the loan.

NOTE 16

DEFERRED INCOME

Deferred income consists of payments received in respect of income in subsequent financial years.

NOTE 17

EVENTS AFTER BALANCE SHEET DATE

No events materially affecting the financial position have occurred after the balance sheet date.

NOTE 18

RENT & LEASE LIABILITIES

(mDKK)	2023	2022
Within 1 year	2,702	2,175
Between 1 and 5 years	5,999	4,316
After 5 years	1,091	854
	9,792	**7,345**

NOTE 19

CONTINGENT LIABILITIES

Guarantee commitments
The group has issued guarantee commitments for 0.7 bDKK

Other contingent liabilities
The group has entered into purchase agreements totaling 2.6 bDKK

The group has other obligations amounting to a total of 0.1 bDKK

The group has provided collateral for mortgage debt and bank debt totaling 4.5 bDKK (2021/22: 4.5 bDKK) which is secured by land and buildings, with a carrying amount of 7.3 bDKK (2021/22: 7.3 bDKK).

As collateral for bank debt of 3.5 bDKK, the group has provided security in shares in investments with a total book value of 8.4 bDKK.

The group has provided collateral for mortgage debt totaling 0.1 bDKK which is secured by shares in subsidiary.

The group has provided collateral for mortgage debt and bank debt with a mortgage deed of 0.6 bDKK.

NOTE 20

FINANCIAL INSTRUMENTS

Group
The group seeks to reduce foreign currency risks by hedging currency exposure on purchase of goods.
At 31 July 2023, the group has entered into foreign exchange forward contracts relating to future transactions in foreign currency of 96 mUSD with a value of -15 mDKK before tax. Furthermore we have also entered into foreign exchange forward contracts relating to future transactions in foreign currency of contracts of 175 mCNY with a value of -5 mDKK before tax.
Both are recognised on other liabilities and equity.

All transactions are to be realised within the next financial year 2023/24.

The group has also entereed into foreign currency options. The market value amounts to 1 mDKK at 31 July 2023.

As the agreements is made with the company's core banking partners, as the counterparties, it is our assement that there is no payment risk associated with these counterparties.

(mDKK)	**Derivate financial instruments**
Fair value, at 31 july 2023	-19
Value adjustments in the income statement	-4
Changes recognised in the reserve for hedging transactions	-491

NOTE 21

RELATED PARTIES AND OWNERSHIP STRUCTURE

Controlling interest:
Anders Holch Povlsen (Majority owner)

Transactions (mDKK)	**2022/23**
Sale of goods to other related parties	4,356
Sale of services to other related parties	409
Purchase of goods from other related parties	3
Purchase of services from other related parties	98
Interest income from other related parties	3
Capital contributions	1,029
Receivables from other related parties	680
Payables to other related parties	153

NOTE 22

FEE TO AUDITORS APPOINTED AT THE GENERAL MEETING

(mDKK)	2022/23	2021/22
EY Godkendt Revisionspartnerselskab:		
Fees regarding statutory audit	5	9
Assurance engagement	0	1
Tax assistance	0	1
Other assistance	1	1
	6	**12**

NOTE 23

CASH FLOW STATEMENT — ADJUSTMENTS

(mDKK)	2022/23	2021/22
Depreciation, amortisation and impairment losses	1,752	1,118
Result regarding other non-current investments	134	791
Result from investments in associates	2,317	2,895
Tax on profit for the year	996	946
Change in other provisions	-269	-104
Fair value adjustment on securites	163	314
Other adjustments	-568	217
	4,525	**6,177**

NOTE 24

CASH FLOW STATEMENT — CHANGE IN WORKING CAPITAL

(mDKK)	2022/23	2021/22
Change in inventories	2,205	-3,766
Change in receivables	-241	-929
Change in trade payables, etc.	-2,032	702
	-68	**-3,993**

PARENT

Financial statements

INCOME STATEMENT
1 August - 31 July

(mDKK)	Note	2022/23	2021/22
Other operating income		18	11
Other external costs		-44	-125
Gross profit		**-26**	**-114**
Staff costs	1	-39	-35
Depreciation, amortisation and impairment losses	6	-3	-2
Profit before net financials		**-68**	**-151**
Income from investments in subsidiaries	7	913	1,132
Financial income	2	55	46
Financial costs	3	-194	-32
Profit before tax		**706**	**995**
Tax on profit for the year	4	46	31
Profit for the year	5	**752**	**1,026**

The 207 MWh solar power plant owned by HEARTLAND, located in Holstebro, Denmark.

BALANCE SHEET
31 July

Assets (mDKK)	Note	2023	2022
Land and buildings		185	187
Other fixtures and fittings, tools and equipment		4	2
Property, plant and equipment	6	**189**	**189**
Investments in subsidiaries	7	34,073	35,815
Receivables from group enterprises		0	600
Fixed financial assets		**34,073**	**36,415**
Total non-current assets		**34,262**	**36,604**
Receivables from group enterprises		3,920	3,923
Other receivables		90	19
Deferred tax asset	9	5	6
Corporation tax		47	24
Prepayments	8	2	2
Receivables		**4,064**	**3,974**
Cash at hand and in bank		95	236
Total current assets		**4,159**	**4,210**
Total assets		**38,421**	**40,814**

Equity and liabilities (mDKK)	Note	2023	2022
Share capital		80	80
Reserve for net revaluation under the equity method		5,383	10,273
Retained earnings		26,002	22,313
Equity		**31,465**	**32,666**
Mortgage loans	10	101	103
Credit institutions	10	1,830	3,050
Payables to group enterprises	11	17	17
Total non-current liabilities		**1,948**	**3,170**
Mortgage loans	10	3	3
Credit institutions	10	2,011	1,940
Trade payables		1	2
Payables to group enterprises	11	2,776	2,891
Corporation tax		12	16
Other payables		205	125
Deferred income	12	0	1
Total current liabilities		**5,008**	**4,978**
Total liabilities		**6,956**	**8,148**
Total equity and liabilities		**38,421**	**40,814**

STATEMENT OF CHANGES IN EQUITY

Equity (mDKK)	Share capital	Reserve for net revaluation under the equity method	Retained earnings	Total
Equity at 1 August 2022	**80**	**10,273**	**22,313**	**32,666**
Exchange adjustments	0	-1,601	0	**-1,601**
Other equity movements	0	-352	0	**-352**
Net profit for the year	0	913	-161	**752**
Distributed dividends from investments in subsidiaries	0	-3,850	3,850	**0**
Equity at 31 July 2023	**80**	**5,383**	**26,002**	**31,465**

THE SHARE CAPITAL CONSISTS OF:	Nominal Value
40,000 A shares of DKK 1,000	40,000
40,000 B shares of DKK 1,000	40,000
Total shares	**80,000**

ACCOUNTING POLICY

Reserve for net revaluation according to the equity method
The reserve for net revaluation according to the equity method in the company's financial statements comprises net revaluation of investments in subsidiaries and associates relative to the cost.

Dividends
Proposed dividends are disclosed as a separate item under equity. Dividends are recognised as a liability when declared by the annual general meeting of shareholders.

TABLE OF NOTES

NOTES TO INCOME STATEMENT

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NOTES TO BALANCE SHEET

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OTHER NOTES

–

ACCOUNTING POLICY

For a summary of the general accounting policies please refer to page 31 in the notes of the consolidated financial statements.

NOTE 1

STAFF COSTS

(mDKK)	2022/23	2021/22
Wages and salaries	36	33
Pensions	2	1
Other social security costs	0	0
Other staff costs	1	1
	39	**35**
Average number of employees	25	20

According to section 98 B(3) of the Danish Financial Statements Act, renumeration to the executive board has not been disclosed.

§

ACCOUNTING POLICY

Staff costs include wages and salaries, including compensated absence and pensions, as well as other social security contributions, etc. made to the employees. The item is net of refunds made by public authorities.

NOTE 2

FINANCIAL INCOME

(mDKK)	2022/23	2021/22
Financial income, group enterprises	46	28
Other financial income	9	18
	55	**46**

NOTE 3

FINANCIAL COSTS

(mDKK)	2022/23	2021/22
Financial costs, group enterprises	13	6
Other financial costs	181	26
	194	**32**

§

ACCOUNTING POLICY

Financial income and costs comprise interest income and costs, realised and unrealised gains and losses on securities, payables and transactions denominated in foreign currencies, dividends received on other investments, amortisation of financial assets and liabilities as well as surcharges and refunds under the on-account tax scheme.

NOTE 4

TAX ON PROFIT

(mDKK)	2023	2022
Current tax for the year	-47	-23
Change in deferred tax for the year	1	-6
Adjustment of tax concerning previous years	0	-2
	-46	**-31**

NOTE 5

DISTRIBUTION OF PROFIT

(mDKK)	2023	2022
Reserve for net revaluation under the equity method	913	1,132
Retained earnings	-161	-106
Profit for the year	**752**	**1,026**

ACCOUNTING POLICY

The parent company is subject to the Danish rules on compulsory joint taxation of the Group's Danish subsidiaries. Subsidiaries participate in the joint taxation arrangement from the time when they are included in the consolidated financial statements and until the time when they withdraw from the consolidation.

On payment of joint taxation contributions, the current Danish income tax is allocated between the jointly taxed entities in proportion to their taxable income. Entities with tax losses receive joint taxation contributions from entities that have been able to use tax losses to reduce their own taxable profits.
Tax for the year, which comprises the current tax charge for the year and changes in the deferred tax charge, is recognised in the income statement as regards the portion that relates to the profit/loss for the year and directly in equity as regards the portion that relates to entries directly in equity.

A solar power system installed by our partner SOLshare, at a garment manufacturer in Dhaka, Bangladesh.

NOTE 6

PROPERTY, PLANT AND EQUIPMENT

(mDKK)	Land and buildings	Operating equipment	Total
Cost at 1 August 2022	**193**	**2**	**195**
Additions	1	4	**5**
Disposals	0	-2	**-2**
Cost at 31 July 2023	**194**	**4**	**198**
Impairment losses and depreciation at 1 August 2022	**6**	**0**	**6**
Depreciation for the year	3	0	**3**
Reversal of depreciation of sold assets	0	0	**0**
Impairment losses and depreciation at 31 July 2023	**9**	**0**	**9**
Carrying amount at 31 July 2023	**185**	**4**	**189**

§

ACCOUNTING POLICY

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use. Interests are not included in the cost.

Where individual components of an item of property, plant and equipment have different useful lives, and the individual component is a significant part of the total cost, the cost is divided into separate components, which are depreciated separately.

Non-current assets are depreciated on a straight-line basis, based on cost and on the following continually estimated useful lives:

Buildings: 10-100 years
Operating equipment: 3-5 years

The basis of depreciation is based on the residual value of the asset at the end of its useful life. The depreciation period and the residual value are determined at the time of acquisition and are reassessed every year. Where the residual value exceeds the carrying amount of the asset, no further depreciation charges are recognised.

In case of changes in the depreciation period or the residual value, the effect on the depreciation charges is recognised prospectively as a change in accounting estimates.

Property, plant and equipment are written down to its recoverable amount if this is lower than the carrying amount.

Gains or losses from the disposal of property, plant and equipment are recognised in the income statement as other operating income or other operating expenses, respectively.

NOTE 7

INVESTMENTS IN SUBSIDIARIES

(mDKK)	2023	2022
Cost at 1 August	**25,542**	**22,938**
Additions for the year	3,148	2,604
Disposals for the year	0	0
Cost at 31 July	**28,690**	**25,542**
Revaluations at 1 August	**10,273**	**10,697**
Disposals for the year	0	0
Exchange adjustment	-1,601	851
Net profit for the year	913	1,132
Received dividend	-3,850	-2,623
Other equity movements, net	-352	216
Revaluations at 31 July	**5,383**	**10,273**
Carrying amount at 31 July	**34,073**	**35,815**

Ownership in subsidiaries, see group chart pages 59-65

NOTE 8

PREPAYMENTS

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

§

ACCOUNTING POLICY

Investments in subsidiaries

Investments in subsidiaries are measured at the proportionate share of the net asset value of the entities, calculated on the basis of the Group's accounting policies, plus or less unrealised intra-group gains or losses and plus or less any remaining value of positive or negative goodwill stated according to the purchase method.

Investments in subsidiaries with a negative net asset value are measured at DKK 0, and the carrying amount of any receivables from these entities is reduced to the extent that they are considered irrecoverable. If the parent company has a legal or constructive obligation to cover a deficit that exceeds the receivable, the balance is recognised under provisions.

Net revaluations of investments in subsidiaries are taken to the net revaluation reserve according to the equity method in so far as that the carrying amount exceeds the cost.

Income from investmens in subsidiaries

The proportionate share of the profit/loss for the year after tax of subsidiaries is recognised in the Parent company's income statement after full elimination of intra-group profits/losses and amortisation of goodwill. In situations of sales of subsidiaries gains/losses are recognised in the income statement.

NOTE 9

DEFERRED TAX

(mDKK)	2023	2022
Deferred tax at 1 August	**6**	**0**
Adjustment of deferred tax for the year	-1	6
Deferred tax at 31 July	**5**	**6**
Deferred tax is recognised in the balance sheet as follows:		
Deferred tax assets	5	6
Deferred tax liabilities	0	0
	5	**6**

ACCOUNTING POLICY

Current tax liabilities and current tax receivables are recognised in the balance sheet as the estimated tax on the taxable income for the year, adjusted for tax on the taxable income for previous years and tax paid on account. Deferred tax is measured according to the liability method in respect of temporary differences between the carrying amount of assets and liabilities and their tax base, calculated on the basis of the planned use of the asset and settlement of the liability, respectively. Deferred tax is measured at net realisable value. Adjustment is made to deferred tax resulting from elimination of unrealised intra-group profits and losses.

Deferred tax is measured according to the tax rules and at the tax rates applicable in the respective countries at the balance sheet date when the deferred tax is expected to crystallise as current tax. Deferred tax adjustments resulting from changes in tax rates are recognised in the income statement, with the exception of items taken directly to equity. Deferred tax assets, including the tax base of tax losses allowed for carry forward, are measured at the value to which the asset is expected to be realised, either as a set-off against tax on future income or as a set-off against deferred tax liabilities within the same legal tax entity. Any deerred net tax assets are measured at net realisable value.

NOTE 10

LONG-TERM DEBT

Mortgage loans (mDKK)	2023	2022
After 5 years	89	90
Between 1 and 5 years	12	13
Non-current portion	**101**	**103**
Within 1 year	3	3
Mortgage loans at 31 July	**104**	**106**

Credit institutions (mDKK)	2023	2022
After 5 years	0	0
Between 1 and 5 years	1,830	3,050
Non-current portion	**1,830**	**3,050**
Within 1 year	2,011	920
Credit institutions at 31 July	**3,841**	**3,970**

ACCOUNTING POLICY

Financial liabilities are recognised on the raising of the loan at the proceeds received net of transaction costs incurred. On subsequent recognition, the financial liabilities are measured at amortised cost, corresponding to the capitalised value, using the effective interest method. Accordingly, the difference between the net proceeds and the nominal value is recognised in the income statement over the term of the loan.

NOTE 11

PAYABLES TO GROUP ENTERPRISES

(mDKK)	2023	2022
Between 1 and 5 years	17	17
Non-current portion	**17**	**17**
Within 1 year	2,776	2,891
Payables to group enterprises at 31 July	**2,793**	**2,908**

NOTE 12

DEFERRED INCOME

Deferred income consists of payments received in respect of income in subsequent financial years.

NOTE 13

EVENTS AFTER THE BALANCE SHEET DATE

No events materially affecting the financial position have occurred after the balance sheet date.

NOTE 14

CONTINGENT LIABILITIES

The parent company is jointly taxed with its Danish Group entities. The entities are jointly and severally liable for Danish income taxes as well as withholding taxes on dividends, interests and royalties payable by the group of jointly taxed entities. Due income taxes and withholding taxes payable by the group of jointly taxed entities totals 470 mDKK at 31 July 2023. Any subsequent corrections of income taxes and withholding taxes may increase the tax payable by the entities. The group as such is not liable to any third parties.

OTHER CONTINGENT LIABILITIES

The parent company has provided collateral for mortgage debt totaling 103 mDKK at 31 July 2023 which is secured by land and buildings, with a carrying amount of 185 mDKK.

The parent company has issued a letter of support to an affiliated company in the group for debt totalling 21 mDKK at 31 July 2023.

The parent company has issued a letter of intent to the bank for an affiliated company's obligations, which amounts to 3.5 bDKK at 31 July 2023.

NOTE 15

RELATED PARTIES AND OWNERSHIP STRUCTURE

Controlling interest: Anders Holch Povlsen (Majority owner)

Transactions
Sale of services from group companies – 14 mDKK
Sale of services to other related companies – 0 mDKK

Purchase of services from group companies – 18 mDKK

Interest income from subsidiaries – 46 mDKK
Interest expense to subsidiaries – 13 mDKK
Interest income from other related parties – 3 mDKK

Capital contribution – 3,148 mDKK
Sale of subsidiaries – 0 mDKK
Received dividend – 3,850 mDKK

Receivables from group companies – 3,920 mDKK
Payables to group companies – 2,793 mDKK
Receivables from other related parties – 87 mDKK

NOTE 16

FEE TO AUDITORS APPOINTED AT THE GENERAL MEETING

Refers to the fee for the parent company which is included in the note for the group, and is thus covered by the exemption provision §96, subsection 3

MISC.

STATEMENT BY MANAGEMENT ON THE ANNUAL REPORT

—

The Board of Directors and executive board have today discussed and approved the annual report of HEARTLAND A/S for the financial year 1 August 2022 - 31 July 2023.

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

In our opinion, the consolidated financial statements and parent financial statements give a true and fair view of the company and the group financial position at 31 July 2023 and of the results of the group and the company operations and consolidated cash flows for the financial year 1 August 2022 - 31 July 2023.

In our opinion, management's review includes a fair review of the matters dealt with in the management's review.

Management recommends that the annual report should be approved by the company in general meeting.

Aarhus,
23 November 2023

EXECUTIVE BOARD

Lise Kaae, CEO

BOARD OF DIRECTORS

Anders Holch Povlsen
Chairman

Merete Bech Povlsen

Anne Kirstine Storm Holch Povlsen

Troels Holch Povlsen

INDEPENDENT AUDITOR'S REPORT

To the shareholder of HEARTLAND A/S

OPINION

We have audited the consolidated financial statements and the parent company financial statements of HEARTLAND A/S for the financial year 1 August 2022 - 31 July 2023, which comprise income statement, balance sheet, statement of changes in equity and notes, including accounting policies for both the group and the parent company, and a consolidated cash flow statement. The consolidated financial statements and the parent company financial statements are prepared under 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 and the parent company's financial position at 31 July 2023 and of the results of the group and the parent company's operations as well as the consolidated cash flows for the financial year 1 August 2022 - 31 July 2023 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" (hereinafter collectively referred to as "the financial statements") section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

INDEPENDENCE

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 requirements and the IESBA Code.

MANAGEMENT'S RESPONSIBILITIES FOR THE CONSOLIDATED FINANCIAL STATEMENTS AND THE FINANCIAL STATEMENTS

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

In preparing the consolidated financial statements and 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 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 PARENT COMPANY FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements and 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 applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these 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 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.

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

— Obtain sufficient and appropriate audit evidence regarding the financial information for the group's entities or business activities to express an opinion on the consolidated financial statements.
— We are responsible for directing, supervising and conducting the audit of the group. We alone are 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 REVIEW

Management is responsible for management's review.

Our opinion on the consolidated financial statements and parent company 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 consolidated financial statements and parent company financial statements, our responsibility is to read management's review and, in doing so, consider whether management's review is materially inconsistent with the consolidated financial statements and 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 management's review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that management's review is in accordance with the consolidated financial statements and parent company financial statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of management's review.

Aarhus, 23 November 2023

EY GODKENDT REVISIONSPARTNERSELSKAB
CVR NO. 30 70 02 28

Morten Friis
State Authorised Public Accountant — mne32732

COMPANY DETAILS

HEARTLAND A/S
Store Torv 1
8000 Aarhus C

CVR no.: 28502370
Reporting period:
1 August 2022 - 31 July 2023

Domicile:
Aarhus

BOARD OF DIRECTORS

Anders Holch Povlsen, Chairman
Merete Bech Povlsen
Anne Kirstine Storm Holch Povlsen
Troels Holch Povlsen

EXECUTIVE BOARD

Lise Kaae

AUDITORS

EY
Godkendt Revisionspartnerselskab
Værkmestergade 25
8000 Aarhus C

GROUP CHART SYMBOL OVERVIEW:
- • Subsidiary
- • • Subsidiary of subsidiary
- Etc.
- * Associated company

GROUP CHART

COMPANY	LOCATION	OWNERSHIP%
HEARTLAND A/S	**AARHUS, DENMARK**	**100%**
BESTSELLER UNITED A/S	AARHUS, DENMARK	100%
• BESTSELLER A/S	BRANDE, DENMARK	100%
•• AHPK GMBH	HAMBURG, GERMANY	75%
•• 24.5.2011 US CORPORATION	WILMINGTON, USA	100%
••• BESTSELLER WHOLESALE US LLC	WILMINGTON, USA	100%
•• BESTSELLER AS	OSLO, NORWAY	100%
•• BESTSELLER LOGISTICS A/S	BRANDE, DENMARK	100%
•• BESTSELLER AUSTRALIA PTY LTD.	MOSMAN, AUSTRALIA	100%
•• BESTSELLER BIRLESIK TEKSTIL LTD.	ISTANBUL, TÜRKIYE	100%
•• BESTSELLER COMMERCE B.V.	AMSTERDAM, NETHERLANDS	100%
••• BESTSELLER HANDELS B.V.	AMSTERDAM, NETHERLANDS	100%
••• BESTSELLER SERVICE B.V.	AMSTERDAM, NETHERLANDS	100%
••• BESTSELLER COMMERCE POLAND SP. Z O.O.	LOZIENICA, POLAND	100%
••• BESTSELLER HANDELS PORTUGAL, UNISPESSOAL LDA	LISBON, PORTUGAL	100%
•• BESTSELLER ITALY SPA	CASTEL SAN PIETRO TERME, ITALY	100%
••• BESTSELLER STORES ITALY SPA	CASTEL SAN PIETRO TERME, ITALY	100%
•• BESTSELLER STORES AUSTRIA GMBH	VIENNA, AUSTRIA	100%
••• BESTSELLER HANDELS GMBH	VIENNA, AUSTRIA	100%
••• BESTSELLER MENA GMBH	VIENNA, AUSTRIA	100%
•• BESTSELLER RETAIL EUROPE A/S	BRANDE, DENMARK	75%

••• BESTSELLER RETAIL BENELUX B.V.	LEUSDEN, NETHERLANDS	100%
••• BESTSELLER RETAIL SP. Z O.O.	WARSAW, POLAND	100%
••• ONLY STORES AUSTRIA GMBH	VIENNA, AUSTRIA	100%
••• GRØNHAUG RETAIL AS*	BERGEN, NORWAY	50%
••• ONLY STORES A/S	BRANDE, DENMARK	100%
•••• ONLY STORES BELGIUM BVBA	ANTWERP, BELGIUM	100%
•••• ONLY STORES CZECH S.R.O.	PRAGUE, CZECH REPUBLIC	100%
•••• ONLY STORES DENMARK A/S	BRANDE, DENMARK	100%
•••• ONLY STORES FINLAND OY	ESPOO, FINLAND	100%
•••• ONLY STORES FRANCE SAS	PARIS, FRANCE	100%
•••• ONLY STORES GERMANY GMBH	VIERSEN, GERMANY	100%
•••• ONLY STORES IRELAND LTD.	DUBLIN, IRELAND	100%
•••• ONLY STORES HOLLAND B.V.	LEUSDEN, NETHERLANDS	100%
•••• ONLY STORES LUXEMBOURG S.A.R.L.	LUXEMBOURG, LUXEMBOURG	100%
•••• ONLY STORES NORWAY AS	BERGEN, NORWAY	100%
•••• ONLY STORES SWEDEN AB	SOLNA, SWEDEN	100%
•••• ONLY STORES SWITZERLAND AG	GLATTBRUGG, SWITZERLAND	100%
•••• RETAIL-FABRIKKEN A/S*	HADERSLEV, DENMARK	50%
•• BESTSELLER RETAIL IRELAND LIMITED	DUBLIN, IRELAND	100%
•• BESTSELLER RETAIL UK LTD.	BIRMINGHAM, UNITED KINGDOM	100%
•• BESTSELLER (SCHWEIZ) AG	GLATTBRUGG, SWITERLAND	100%
•• BESTSELLER STORES BELGIUM BVBA	ANTWERP, BELGIUM	100%
••• BELALAN MEIR LEASEHOLD SRL	ANTWERP, BELGIUM	100%
•• BESTSELLER STORES DENMARK A/S	BRANDE, DENMARK	100%
•• BESTSELLER STORES FINLAND OY	HELSINKI, FINLAND	100%
•• BESTSELLER STORES GERMANY GMBH	HAMBURG, GERMANY	64%
•• BESTSELLER STORES NETHERLANDS B.V	AMSTELVEEN, NETHERLANDS	100%
••• BESTSELLER WHOLESALE BENELUX B.V.	AMSTELVEEN, NETHERLANDS	100%
••• BESTSELLER UNITED NL B.V	AMSTELVEEN, NETHERLANDS	100%
•••• INDIFUSION APPARELS INDIA PVT. LTD.	NEW DELHI, INDIA	100%
•••• BESTSELLER FASHION INDIA PVT. LTD.	MUMBAI, INDIA	100%
•••• BESTSELLER WHOLESALE INDIA PVT. LTD.	MUMBAI, INDIA	100%
•• BESTSELLER STORES LUXEMBOURG SARL	LUXEMBOURG, LUXEMBOURG	100%
•• BESTSELLER STORES NORWAY AS	BERGEN, NORWAY	100%
•• BESTSELLER STORES SVERIGE AB	SOLNA, SWEDEN	100%
•• BESTSELLER STORES SWITZERLAND AG	GLATTBRUGG, SWITZERLAND	100%
•• BESTSELLER SVERIGE AB	SOLNA, SWEDEN	100%
••• HAGAMAGASINET AB	SOLNA, SWEDEN	100%
•• BESTSELLER TEXTILHANDELS GMBH	HAMBURG, GERMANY	100%
•• BESTSELLER UNITED CHINA LTD.	KOWLOON, HONG KONG	100%
•• BESTSELLER UNITED SINGAPORE PTE. LTD.	SINGAPORE, SINGAPORE	100%
••• BEST UNITED INDIA COMFORTS PVT. LTD.	MUMBAI, INDIA	100%
••• ONLY RETAIL PVT. LTD.	MUMBAI, INDIA	99%
••• SELECTED RETAIL PRIVATE LIMITED	MUMBAI, INDIA	100%
••• VERO MODA RETAIL PVT. LTD.	MUMBAI, INDIA	100%
•• BESTSELLER WHOLESALE A/S	BRANDE, DENMARK	100%
•• BESTSELLER WHOLESALE BELGIUM BVBA	ANTWERP, BELGIUM	100%
•• BESTSELLER WHOLESALE CANADA INC.	MONTRÉAL, CANADA	100%
••• BESTSELLER RETAIL CANADA INC.	MONTRÉAL, CANADA	100%
•• BESTSELLER WHOLESALE FINLAND OY	HELSINKI, FINLAND	100%

•• BESTSELLER WHOLESALE FRANCE SAS	PARIS, FRANCE	100%
••• BESTSELLER STORES FRANCE SAS	PARIS, FRANCE	100%
••• 9/9 - 49 FRANCE SARL	PARIS, FRANCE	100%
••• PARIS PROPERTY SASU	PARIS, FRANCE	100%
•• BESTSELLER WHOLESALE (IRELAND) LTD.	DUBLIN, IRELAND	100%
•• BESTSELLER WHOLESALE SPAIN S.L.U.	CHURRIANA, SPAIN	100%
••• BESTSELLER STORES SPAIN S.L.U.	CHURRIANA, SPAIN	100%
••• BESTSELLER TEKSTIL LTD.	ISTANBUL, TÜRKIYE	90%
••• BS COMPANY OF 14.12.2014 SOCIEDAD LIMITADA	CHURRIANA, SPAIN	100%
•••• BESTSELLER TEXTIL WHS URUGUAY S.A.	MONTEVIDEO, URUGUAY	100%
•••• BESTSELLER LATAM ZF S.A.	MONTEVIDEO, URUGUAY	100%
•••• BESTSELLER WHOLESALE CHILE SPA	SANTIAGO, CHILE	100%
•••• BESTSELLER WHOLESALE MEXICO S.A. C.V.	CIUDAD DE MÉXICO, MEXICO	100%
•••• BESTSELLER TEXTIL MEXICO S.A. DE C.V.	CIUDAD DE MÉXICO, MEXICO	100%
•• BESTSELLER WHOLESALE UK LTD.	LONDON, UNITED KINGDOM	100%
•• BEST WHS CLOTHING GREECE LLC	ATHENS, GREECE	100%
•• BLUETIDE LTD.	DUBAI, UNITED ARAB EMIRATES	100%
•• BRAVEHEART INTERNATIONAL LIMITED	LONDON, ENGLAND	100%
•• BRN BEST RETAIL NORGE AS	NAMSOS, NORWAY	51%
•• TOAST (MAIL ORDER) LIMITED	LONDON, UNITED KINGDOM	100%
•• VILA A/S	SKANDERBORG, DENMARK	100%
••• VILA BELGIUM BVBA	ANTWERP, BELGIUM	100%
••• VILA BENELUX B.V.	AMSTELVEEN, NETHERLANDS	100%
•••• VILA STORES B.V.	AMSTELVEEN, NETHERLANDS	100%
••• VILA CLOTHES AG	GLATTBRUGG, SWITZERLAND	100%

••• VILA CLOTHES HANDELS GMBH	VIENNA, AUSTRIA	100%
••• VILA CLOTHES LTD.	DUBLIN, IRELAND	100%
••• VILA CLOTHES LTD.	LONDON, UNITED KINGDOM	100%
••• VILA FINLAND OY	ESPOO, FINLAND	100%
••• VILA FRANCE SAS	PARIS, FRANCE	100%
••• VILA ITALY S.R.L.	CASTEL SAN PIETRO TERME, ITALY	100%
••• VILA NORGE AS	OSLO, NORWAY	100%
••• VILA SPAIN S.L.U.	TORREMOLINOS, SPAIN	100%
••• VILA STORES A/S	SKANDERBORG, DENMARK	100%
••• BESTSELLER STORES GERMANY GMBH	HAMBURG, GERMANY	36%
•••• VILA GMBH	HAMBURG, GERMANY	100%
••• VILA SWEDEN AB	SOLNA, SWEDEN	100%
••• VILA WHOLESALE A/S	SKANDERBORG, DENMARK	100%
• UNITED CAPITAL 2009 A/S	BRANDE, DENMARK	100%
• AKTIESELSKABET AF 5.6.2014	AARHUS, DENMARK	100%
•• MANDM DIRECT LIMITED	LONDON, UNITED KINGDOM	98%
••• MANDM DIRECT LIMITED EIRE	CORK, IRELAND	100%
••• STYLEPIT.COM A/S	COPENHAGEN, DENMARK	100%
• AKTIESELSKABET AF 5.5.2010	AARHUS, DENMARK	100%
•• AKTIESELSKABET AF 5.8.2013	AARHUS, DENMARK	100%
•• ASOS PLC*	LONDON, UNITED KINGDOM	25%
• AKTIESELSKABET AF 22.1.2021	AARHUS, DENMARK	100%
•• STYLEPIT POLAND SP. Z O.O.	LOZIENICA, POLAND	100%
• AKTIESELSKABET AF 1.2.2017	AARHUS, DENMARK	100%
•• ZALANDO SE*	BERLIN, GERMANY	10%

• AKTIEBOLAGET AV 31.05.2021	GOTHENBURG, SWEDEN	100%
• AKTIESELSKABET AF 1.9.2021	LUNDERSKOV, DENMARK	100%
• AKSJESELSKAPET AV 31. MAI 2021	OSLO, NORWAY	100%
• BFG 2021 GMBH	HAMBURG, GERMANY	100%
•• BFR 2021 GMBH	HAMBURG, GERMANY	100%
• MIINTO HOLDING A/S	COPENHAGEN, DENMARK	76%
•• MIINTO A/S	COPENHAGEN, DENMARK	100%
•• MIINTO HOST A/S	COPENHAGEN, DENMARK	100%
•• MEINTO BENELUX B.V.	AMSTERDAM, NETHERLANDS	100%
•• MIINTO SWITZERLAND AG	GLATTBRUGG, SWITZERLAND	100%
•• MIINTO AB	STOCKHOLM, SWEDEN	100%
•• MIINTO.NO AS	OSLO, NORWAY	100%
•• MIINTO TECH PL. SP. Z O.O.	WARSAW, POLAND	100%
•• MIINTO.PL SP.Z.O.O	WARSAW, POLAND	100%
•• MIINTO BE BVBA	BRASSCHAAT, BELGIUM	100%
•• SHOWROOM SP. Z O.O.	WARSAW, POLAND	100%
•• THE VINTAGE BAR APS	COPENHAGEN, DENMARK	100%
• INVEST FWD A/S	AARHUS, DENMARK	100%
AKTIESELSKABET AF 21. NOVEMBER 2001	BRANDE, DENMARK	100%
FORESEEN FASHION A/S	BRANDE, DENMARK	100%
UNITED LAW A/S	AARHUS, DENMARK	100%
AKTIESELSKABET III AF 26.11.2018	AARHUS, DENMARK	75%
• GREENER GARMENTS INITIATIVE LIMITED	DHAKA, BANGLADESH	98%
THE FOOTBALL COLLECTIVE A/S	AARHUS, DENMARK	100%
• FC MIDTJYLLAND A/S*	HERNING, DENMARK	25%

• ANPARTSSELSKABET AF 1.8.2023	HERNING, DENMARK	25%
AKTIESELSKABET AF 1.7.2021	AARHUS, DENMARK	100%
AKTIESELSKABET AF 1.1.2019	AARHUS, DENMARK	78%
• CONSTANTINSBORG A/S	AARHUS, DENMARK	100%
•• &APLACE A/S	AARHUS, DENMARK	100%
•• DONAU AGRO INVEST P/S	AABYBRO, DENMARK	45%
•• AKTIESELSKABET AF 5.11.2020	AARHUS, DENMARK	100%
•• AKTIESELSKABET AF 10.8.2021	AARHUS, DENMARK	100%
•• AKTIESELSKABET AF 5. OKTOBER 2020	BRØNDBY, DENMARK	100%
BRIGHTFOLK A/S	AARHUS, DENMARK	100%
• AKTIESELSKABET AF 9.1.2014	AARHUS, DENMARK	100%
•• INTERVARE A/S	BRØNDBY, DENMARK	73%
••• NEMLIG.COM A/S	BRØNDBY, DENMARK	100%
• AKTIESELSKABET AF 17.9.2014	AARHUS, DENMARK	100%
•• AKTIESELSKABET AF 15.1.2021	SKANDERBORG, DENMARK	70%
•• AKTIESELSKABET AF 1.12.2016	AARHUS, DENMARK	75%
••• NORMAL A/S	SKANDERBORG, DENMARK	100%
•••• NORMAL SWEDEN AB	STOCKHOLM, SWEDEN	100%
•••• NORMAL FRANCE SAS	PARIS, FRANCE	100%
•••• NORMAL NETHERLANDS B.V.	AMSTERDAM, NETHERLANDS	100%
•••• NORMAL NORGE AS	KRISTIANSAND, NORWAY	100%
•••• NORMAL FINLAND OY	HELSINKI, FINLAND	100%
•••• NORMALAS PORTUGAL	LISBON, PORTUGAL	100%
•••• NORMAL RETAIL SPAIN S.L.	MALAGA, SPAIN	100%
••• EJENDOMSSELSKABET GODTHÅBSVEJ 41 A/S	SKANDERBORG, DENMARK	100%

••• AKTIESELSKABET AF 25.1.2021	AARHUS, DENMARK	100%
• BRIGHTFOLK LIMITED	LONDON, UNITED KINGDOM	100%
•• AFRICAN LEADERSHIP UNIVERSITY (MAURITIUS) LTD.*	EBENE, MAURITIUS	20%
• HYPEZONE APS	AARHUS, DENMARK	100%
•• EMPLATE APS*	AARHUS, DENMARK	31%
• AKTIESELSKABET AF 2.6.2018	AARHUS, DENMARK	100%
• FOUNDERMENT A/S	AARHUS, DENMARK	64%
• LANDFOLK A/S*	AARHUS, DENMARK	43%
• UBSEND A/S	AARHUS, DENMARK	86%
•• UBSEND B.V.	AMSTERDAM, NETHERLANDS	100%
••• UBSEND GMBH	BERLIN, GERMANY	100%
•• UBSEND LIMITED	LONDON, UNITED KINGDOM	100%
• KYVEE A/S*	HOLSTEBRO, DENMARK	25%
• ANPARTSSELSKABET AF 7.11.2022*	AARHUS, DENMARK	33%
• ANPARTSSELSKABET AF 23.4.2020	COPENHAGEN, DENMARK	100%
• NEOCLES B.V.*	AMSTERDAM, NETHERLANDS	50%
• UNION NINE A/S*	AARHUS, DENMARK	25%
• WHITEAWAY GROUP A/S	AARHUS, DENMARK	55%
•• WHITEAWAY A/S	RISSKOV, DENMARK	100%
••• WHITEAWAY AB	SOLNA, SWEDEN	100%
••• WHITEAWAY.NO AS	OSLO, NORWAY	100%
•••• SKOUSEN GLH AS	OSLO, NORWAY	100%
•••• SKOUSEN EJENDOMMER-NORGE AS	OSLO, NORWAY	100%
•• PANORAMA RETAIL AB	UMEÅ, SWEDEN	60%
•• TRETTI AB	JORDBRO, SWEDEN	100%
•• AKTIESELSKABET AF 25.2.2021	RISSKOV, DENMARK	100%
•• SKOUSEN ONLINE SERVICE A/S	RISSKOV, DENMARK	100%
••• SOS EJENDOMME 1 APS	RISSKOV, DENMARK	100%
• AKTIESELSKABET AF 20.3.2020	AARHUS, DENMARK	100%
•• KLARNA HOLDING AB*	STOCKHOLM, SWEDEN	10%
• AKTIESELSKABET AF 1.3.2017	AARHUS, DENMARK	100%
•• NUMIS CORPORATION PLC*	LONDON, UNITED KINGDOM	23%
• AKTIESELSKABET AF 2.7.2018	AARHUS, DENMARK	100%
• AKTIESELSKABET AF 12.6.2018	AARHUS, DENMARK	100%
•• ABOUT YOU HOLDING GMBH*	HAMBURG, GERMANY	21%
• ANPARTSSELSKABET AF 30.12.2020	AARHUS, DENMARK	100%
• AKTIESELSKABET AF 12.12.2020	AARHUS, DENMARK	100%
• EASY LIVE SALES APS*	DRAGØR, DENMARK	25%
• ENTERTAINMENT TRADING*	NØRRESUNDBY, DENMARK	25%
• TOUCHTECH AB*	GOTHENBURG, SWEDEN	28%
• LUNAR GROUP A/S*	AARHUS, DENMARK	13%
• LAST STUDIO A/S*	AARHUS, DENMARK	20%
• AKTIESELSKABET AF 10.6.2021	AARHUS, DENMARK	100%
• PLANDISC GROUP APS*	AARHUS, DENMARK	30%
• INVESTO CAPITAL I K/S*	AALBORG, DENMARK	50%
• SOLITWORK A/S*	VIBY J, DENMARK	20%
• NINE UNITED LOGISTICS A/S*	HORSENS, DENMARK	33%
• VERTLAND AFRICA LIMITED	KIGALI, RWANDA	100%
• VARLEY INTERNATIONAL HOLDINGS LIMITED*	LONDON, UNITED KINGDOM	23%
AKTIESELSKABET AF 19.11.2018	AARHUS, DENMARK	100%

• ANPARTSSELSKABET AF 1. APRIL 2010	AARHUS, DENMARK	52%
AKTIESELSKABET AF 1.8.1996	AARHUS, DENMARK	100%
• 1 AUGUST 1996 AG	SCHAFFHAUSEN, SWITZERLAND	100%
•• NG ASIA HOLDING AG	ZÙRICH, SWITZERLAND	50%
•• J. LINDEBERG HOLDING (SINGAPORE) PTE. LTD.*	SINGAPORE, SINGAPORE	50%
•• 1 AUGUST 1996 LTD.	HONG KONG, HONG KONG	100%
•• BESTSELLER FASHION GROUP CHINA LIMITED*	HONG KONG, HONG KONG	50%
•• NINE HEALTH LIMITED*	HONG KONG, HONG KONG	33%
••• AAA UNITED BV	AMSTELVEEN, NETHERLANDS	100%
•••• ASHWELL HOLDING COMPANY PVT. LTD.	MUMBAI, INDIA	99%
AKTIESELSKABET AF 16.11.2005	AARHUS, DENMARK	100%
• ROMFOR SUSTAINABLE FORESTRY S.R.L.	BRASOV, ROMANIA	100%
• S.C. WILDLAND S.R.L.	BRASOV, ROMANIA	100%
• 6A A/S	AARHUS, DENMARK	100%
• WILDLAND LIMITED	AVIEMORE, UNITED KINGDOM	100%
•• ALDOURIE CASTLE LIMITED	INVERNESS, UNITED KINGDOM	100%
•• BEN LOYAL LIMITED	INVERNESS, UNITED KINGDOM	100%
•• BRAEROY LIMITED	DUNDEE, UNITED KINGDOM	100%
•• BRAESGILL LTD.	INVERNESS, UNITED KINGDOM	100%
•• GLENFESHIE LIMITED	DUNDEE, UNITED KINGDOM	100%
•• KINLOCH (SUTHERLAND) LIMITED	INVERNESS, UNITED KINGDOM	100%
•• LYNABERACK LIMITED	INVERNESS, UNITED KINGDOM	100%
•• STRATHMORE (SUTHERLAND) LIMITED	INVERNESS, UNITED KINGDOM	100%
•• GAICK LIMITED	INVERNESS, UNITED KINGDOM	100%
••• EIGHTON INVESTMENTS UNLIMITED COMPANY	DUBLIN, IRELAND	100%
•• ERIBOLL (SUTHERLAND) LIMITED	AVIEMORE, UNITED KINGDOM	100%
•• WILDLAND VENTURES LIMITED	INVERNESS, UNITED KINGDOM	100%
••• NORTH COAST 500 LIMITED	INVERNESS, UNITED KINGDOM	52%
••• SHETLAND SPACE CENTER LIMITED*	GRANTOWN-ON-SPEY, UNITED KING-DOM	27%
••• INCHARVIE GROUP LIMITED*	LEVEN, UNITED KINGDOM	25%
•• KÍNRARA HOUSE LIMITED	AVIEMORE, UNITED KINGDOM	100%
•• WLLD LTD.	AVIEMORE, UNITED KINGDOM	100%
• WILDLAND INTERNATIONAL LIMITED	AVIEMORE, UNITED KINGDOM	100%
•• GRUMETI COMMUNITY AND CONSERVATION LLC*	WILMINGTON, USA	25%
•• RWANDA HOLDINGS LLC*	WILMINGTON, USA	25%
•• SAPHIRE HOLDINGS LIMITED*	EBENE, MARITIUS	50%
•• SINGITA HOLDINGS (MAURITIUS) PTY LTD*	EBENE, MARITIUS	33%
•• CASTLETON HOLDINGS PTY LTD*	WESTERN CAPE, SOUTH AFRICA	25%
••• DOMAINE HOLDINGS PTY LTD*	WESTERN CAPE, SOUTH AFRICA	100%
•••• SINGITA MANAGEMENT HOLDINGS PTY LTD*	NEWLANDS, SOUTH AFRICA	70%
ANPARTSSELSKABET AF 19.9.2006	AARHUS, DENMARK	99%
• BLACKBIRD AIR A/S	BILLUND, DENMARK	100%
•• BLACKBIRD CREW APS	BILLUND, DENMARK	100%
•• BLACKBIRD MAINTENANCE APS	BILLUND, DENMARK	100%
AAA UNITED A/S	AARHUS, DENMARK	100%
• APLACE A/S	AARHUS, DENMARK	100%
• BYLIV APS	AARHUS, DENMARK	100%
• EJENDOMSSELSKABET SØMINEDEPOTET APS	AARHUS, DENMARK	100%
• MASTESKURENE A/S	AARHUS, DENMARK	100%

• ISIB EJENDOMSSELSKAB A/S*	BRANDE, DENMARK	45%
• ANPARTSSELSKABET BASSIN 7, AARHUS Ø	AARHUS, DENMARK	51%
•• BASSIN 7 BOLIG APS	AARHUS, DENMARK	100%
•• BASSIN 7 ERHVERV APS	AARHUS, DENMARK	100%
• PLS A/S	AARHUS, DENMARK	51%
•• PLS UDLEJE A/S	AARHUS, DENMARK	100%
•• PLS SALG A/S	AARHUS, DENMARK	100%
• AKTIESELSKABET AF 30.10.2020	AARHUS, DENMARK	100%
• AKTIESELSKABET AF 29.10.2020	AARHUS, DENMARK	100%
• &APLACE LIMITED	LONDON, UNITED KINGDOM	100%
•• 25-26 DERING STREET PROPERTY LIMITED	LONDON, UNITED KINGDOM	100%
•• AAA VERGE APARTMENTS LIMITED	LONDON, UNITED KINGDOM	100%
• HANOVER & OXFORD PROPERTY LIMITED	LONDON, UNITED KINGDOM	100%
• HANOVER HOUSE LIMITED	LONDON, UNITED KINGDOM	100%
• 07.02.2018 LIMITED	LONDON, UNITED KINGDOM	100%
• 10.05.2018 LIMITED	LONDON, UNITED KINGDOM	100%
• 15.08.2017 LIMITED	EDINBURGH, UNITED KINGDOM	100%
• SWAN WALK (PROPERTY) LIMITED	LONDON, UNITED KINGDOM	100%

HEARTLAND