

Missionpharma Group ApS

Annual report 2021/22



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ABOUT THIS REPORT

This annual report for Missionpharma Group ApS covers the financial year 1 April 2021 - 31 March 2022 and contains a Management Review, Reports and Accounts.

The Management Review in particular includes financial and non-financial highlights of the year, our business in general and very importantly, also the impact and actions of Missionpharma within the areas of social, environmental and ethical behavior.

The report contains the consolidated accounts of Missionpharma ApS and the accounts of the parent company.



COMMUNICATION ON PROGRESS (COP) REPORT

As a member of the UN Global Compact we are committed to contributing to the UN Sustainable Development Goals (SDGs) and to report annually on our corporate responsibility within human rights, labour, environment and anti-corruption.

See our COP report at www.missionpharma.com.

Company details

COMPANY

Missionpharma Group ApS
 Vassingerødvej 9
 3540 Lyngø
 Denmark
www.missionpharma.com
 CVR no.: 29 78 27 92
 Financial year: 1 April - 31 March
 Established: 4 October 2006
 Reg. office: Lyngø, Denmark

BOARD OF DIRECTORS

Jean-Marc Pierre René Leccia (Chairman)
 Kim Erik Ginnerup
 Eric Pierre Jean Muris
 Aymeric Erouart
 Patricia Hec

EXECUTIVE BOARD

Christian Monrad Overgaard (CEO)
 Alexandre Pierre Jean Vialatte (CFO)

AUDITORS

PricewaterhouseCoopers
 Statsautoriseret Revisionspartnerselskab
 Strandvejen 44
 2900 Hellerup, Denmark



Business highlights



682

MILLION DKK

Revenue for financial year 2021/22.

Missionpharma managed a solid revenue performance despite the challenges induced by COVID-19.

83%

ON-TIME READINESS

A satisfactory on-time readiness of goods is obtained despite COVID-19's negative impact on our business environment.

Companies around the world are experiencing extensive disruptions in several parts of the supply chain which makes it challenging to uphold consistent and reliable supplies. Despite difficult conditions in the global supply chain, Missionpharma has managed to ensure on-time readiness of 83% of all orders in this financial year.



7.3

CUSTOMER SATISFACTION RATING

Last year's strategic decision to establish a segment-based customer approach by organising ourselves around the customer has developed even further during this financial year.

In addition to increasing our customer understanding and focus, we have obtained a stronger team cooperation as well as increased accountability and understanding of resource allocations. This is further reflected in above average satisfaction ratings from our customers.

Financial highlights in DKK

1 APRIL 2021 - 31 MARCH 2022

Financial highlights DKK

DKK'000	2021/22	2020/21	2019/20	2018/19	2018 (3 months)
KEY FIGURES					
Revenue	682.481	726.927	780.353	756.969	152.166
Gross profit	133.504	182.236	99.252	120.583	27.808
Operating profit (EBIT)	69.020	115.464	31.897	50.447	9.372
Net financials	268	-13.549	-7.390	-6.319	-6.022
Profit for the year	52.305	78.068	16.983	32.916	2.035
Total assets	442.228	454.882	407.596	424.884	459.858
Equity	323.250	348.431	285.057	297.152	319.597
Investments in the year	1.188	806	2.464	2.861	2.928
Number of full-time employees	142	144	169	174	166
Net cash flow for the year	-6.775	-17.118	33.137	4.331	-5.823
FINANCIAL RATIOS					
Operating margin (EBIT)	10,1%	15,8%	4,1%	6,7%	6,2%
Return on assets	15,4%	26,7%	7,6%	11,4%	2,0%
Equity ratio	73,1%	76,6%	69,9%	69,9%	69,5%
Return on equity	15,6%	24,6%	5,8%	10,7%	0,6%
Liquidity ratio	3,4	3,9	2,8	2,8	2,8

COMMENTS TO FINANCIAL HIGHLIGHTS

The financial performance of Missionpharma Group ApS during the financial year 2021/22 has been satisfactory, especially considering the incidence of COVID-19 on our supply chain.

Despite the incidence of some of our customers' budget re-allocation to COVID-19 emergencies, impacting revenue that stands this year on the low side of Missionpharma's historical normative range, a strong operational focus in addition to a favorable USD currency impact resulted in a substantial profit for the year.

Missionpharma continues the high dividend payout ratio with a proposed 90 million DKK for the financial year 2021/22.

ESG highlights



100,000,000
TREATMENTS

In financial year 2021/22 we supplied more than 100 million treatments to patients worldwide.

All over the world millions of people are lacking access to essential healthcare. We work relentlessly to provide access to safe and affordable healthcare for everyone and to develop simple solutions to complex challenges. This makes our new purpose statement "On a mission for better health" more relevant than ever.

250 TONS

REDUCTION IN CO₂ EMISSIONS

Our 200 kW (300 kW by March 2022) solar power capacity in Missionpharma Logistics India has generated more than 272,000 kWh green energy in financial year 2021/22.

This covers around 40% of the total electricity needs in our warehouse and packing operations in India, including the airconditioning power consumption to maintain all warehouses under temperature control.



ISO 14001

ISO 14001 ENVIRONMENTAL
CERTIFICATION BY BUREAU VERITAS

Missionpharma was certified according to the international environmental standard, ISO 14001, in July 2021.

This certification reflects our commitment to fulfil applicable compliance obligations, to minimise our environmental impact and to continuously improve our environmental performance - completely in accordance with our sustainability commitments.

Statement from the CEO

The financial year 2021/22 showed solid performance for Missionpharma, with a clear focus on serving our customers to provide access to healthcare for everyone despite the pandemic challenges, while building tomorrow's pipeline with new strategic commercial initiatives.

2021/22 was in many ways an operationally very challenging year, as COVID-19 continued to disrupt our global supply chain and affect most of our suppliers, logistics providers and other business partners.

Nevertheless, we concluded this financial year with a solid operational performance for Missionpharma, illustrating the resilience of a diversified client portfolio model, served through an efficient segmented organisation. A year which could have been even more profitable, if our old trade receivables collection achievements had not been neutralised by last remainder provisions on debt prior to current debt exposure principles.

Beyond the pandemic inherent challenges, the world faced numerous geopolitical events this year, many of which increased the humanitarian needs and requiring our customers to take immediate action.

In this constantly changing environment, our employees once again demonstrated tremendous resilience, responsibility, and commitment to support our customers and in doing so, living up to the re-branded Missionpharma's purpose statement of being "On a mission for better health". On behalf of the Board, I would like to thank them for all their efforts and loyalty.

Employee satisfaction was in focus again this year reaching an impressive average global positive response rate of 93% to the key index question "Taking everything into account, I would say this is a great place to work" compared with 90% last year.

Building on this momentum, we are continuously assessing new circumstances and modeling major trends that impact our business. Fulfilling our customers' increasing demands for transparency and reliability of affordable healthcare supplies, we

continue to develop a strong expertise in maintaining emergency inventory. We remain extremely focused on making operational complexity easy, while managing goods expiry and mitigating related potential financial impacts.

We move ahead into this new financial year seeing several new growth opportunities, but also continued challenges for example arising from the extensive lock-down in China with spill-over on the global supply chain combined with rising global inflation.

In conclusion, the pandemic has so far proven Missionpharma's ability to operate under this "new normal" and looking into the future, I am confident that our corporate strategy will continue to create positive change together with our business partners.

Christian Overgaard
CEO, Missionpharma Group



The power of purpose

Throughout 2021 we have been working intensively on redefining our purpose statement and sharpen our communication to better explain our reason for being as a company.

Missionpharma has always been a strong purpose-driven company and it is vital for us to be authentic and inspiring in our communication internally as well as externally.

Our focused work in 2021 has resulted in a redefinition of our purpose statement from "We accelerate the new Africa" to "On a mission for better health". Being on a mission is already in our name and it has always been in our DNA - but not limited to Africa. Since the very beginning, we have been powered by a strong culture and in addition to redefining our purpose, we have worked intensively on ensuring that what drives us as a company is reflected in our company values.

We strongly believe that purpose drives performance and that we are better equipped to make a positive impact on society with a meaningful and identifiable purpose. We look forward to making our commitments come to life together with our employees and partners.

PURPOSE STATEMENT

On a mission for better health

We believe that access to safe and affordable healthcare is a human right. Since 1975 we have contributed to improving global health by supplying quality medicines and medical devices to people all over the world.

COMPANY VALUES

We care

We care about people. We take responsibility and treat each other and the world around us with respect.

We are one

We succeed by working together as one – a diverse team of specialists. We are the sum of our collective expertise.

We deliver impact

We are dedicated to making a difference. We work relentlessly to deliver solutions with impact.

About us

Missionpharma is a global supplier of generic pharmaceuticals, medical devices, hospital equipment and medical kits to public and private institutions, international development organisations and UN entities.

For nearly five decades, we have helped people around the world with our products and our services. As one of the world's largest pharmaceutical wholesalers, we work to provide access to safe healthcare for everyone. Every year more than 100 million people worldwide are treated with medicine from Missionpharma.

In addition to 52 employees at our Danish headquarters in Lyngø, we employ almost 100 people in our offices in India, China and Zambia. We have a fully integrated logistics setup that includes GDP-certified pharmaceutical warehousing and complete kit packing facilities in India and Denmark. In addition, we have a comprehensive network of local representatives in over 30 countries worldwide.

WE MAKE COMPLEXITY EASY

We develop simple solutions to complex challenges. We understand our customers' needs and organise efficient solutions that make an impact. We take pride in managing the entire supply chain, from sourcing and procurement of the right product at the right price, through comprehensive quality assurance and kit packing, to delivery at the final destination.

We are a part of Eurapharma which is owned by the CFAO Group – a multinational distributor of brands, particularly within technology, healthcare and consumer goods – and ultimately owned by Toyota Tsusho Corporation (TTC) in Japan.

OUR PRODUCTS



Generic pharmaceuticals



Medical devices



Hospital equipment



Medical kits

WE CREATE POSITIVE CHANGE TOGETHER

We fundamentally believe that access to safe and affordable treatment should be a human right. In a constantly changing world, we possess the agility to work with both long-term procurement programmes and emergency deliveries of medical supplies.

By delivering solutions with a long-term positive impact, we grow the communities we work in – and we grow Missionpharma. We focus on continuously improving our services and at the same time developing new business areas through focused strategic initiatives. We are motivated by creating value to all our stakeholders, but our core focus is to provide safe medicines to vulnerable communities all over the world. Together, we are on a mission for better health.

FACTS & FIGURES



142

EMPLOYEES GLOBALLY



682

REVENUE IN MILLION DKK



5

LOCATIONS



1975

COMMENCING BUSINESS

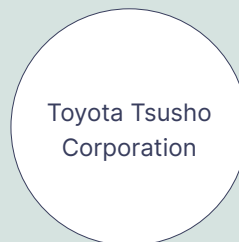


2012

A PROUD MEMBER OF
EURAPHARMA (CFAO
HEALTHCARE)

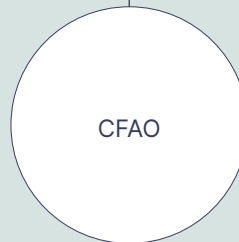
Our group structure

Toyota Tsusho Corporation (TTC) is the trading arm of the Toyota Group and a specialist within the automotive, machinery, energy, chemicals and food industries in both domestic and overseas markets.



Employees: 65,000
 Annual turnover: EUR 51 billion
 Operational reach: More than 1,000 group companies in 120 countries around the world

CFAO Group is a multinational distributor of brands, particularly within mobility, health-care and consumer goods. The Group has a strong presence on the African continent.



Employees: 22,000
 Annual turnover: EUR 5.8 billion
 Operational reach: 158 operating offices in 39 countries in Africa and 9 overseas territories

Eurapharma is a leading distributor of branded-originator pharmaceuticals to the private market in primarily Africa. Eurapharma is represented on the African continent by its own distribution companies: Laborex, Continental Pharmaceutique and E.P. DIS.



Employees: 3,200
 Annual turnover: EUR 1.7 billion
 Operational reach: 40 operating subsidiaries in 28 countries in Africa and 7 French overseas territories



For further information please visit:
 Missionpharma: www.missionpharma.com
 Eurapharma: www.eurapharma.com
 CFAO Group: www.cfao.com
 TTC: www.toyota-tsusho.com

A complete group chart is found on Missionpharma's website at <https://missionpharma.com/about/#global-organisation>

About our business

We are founded on a strong desire to increase access to safe and affordable healthcare globally and to integrate responsibility in the way we act as a company.

BUSINESS MODEL

Our business model, our strategic focus, our organisation and the values upon which we perform our business form a solid foundation for living our purpose, achieving our long term targets and creating shared value for all our stakeholders. At the same time, our business activities are targeted towards creating a platform for sustainable growth.

With operations and supply chains extending around the world, we need to understand the conditions in locations far from our headquarters. Missionpharma specialises in developing products and projects in collaboration with customers and local partners. Our solutions are based on knowledge, experience, commitment and hard work. They are developed always with respect for and in close dialogue with our partners.

BUSINESS APPROACH

Our proven ability to handle complex supply projects ensures reliable delivery to the final destination, even to the most remote clinics or health posts. Handling product sourcing with multiple manufacturers and performing sufficient quality assurance and quality control can be substantial tasks. Missionpharma specialises in managing the entire range of activities involved in a project. We always seek to offer simple solutions to complex challenges - with respect for the people and the societies we engage with.

Our in-depth understanding of customer needs and operating environments enable us to market and sell impactful solutions. We focus greatly on continuously improving our market position in relation to customers, markets and products, while at the same time optimizing contract execution and simultaneously developing new business areas through strategic initiatives.

CREATING SHARED VALUE

Missionpharma focuses on creating value towards all interested parties, including:

- Customers and patients in our markets by securing availability of essential health care products at affordable prices and a consistently high quality
- The societal challenges by actively contributing to the UN Global Compact's Ten Principles for human rights, labour, environment and anti-corruption
- Securing our shareholders a competitive total return on investment
- Providing a safe and healthy work environment for our employees and foster an inclusive and diverse culture where people can grow and develop



▶▶ IMPACT

Our products treat more than

100 million

people every year

Our business model

Our business model forms the framework for how we use our resources to create social, environmental and economic value to the people and societies we engage with.



VALUE CREATED



Patients

We believe that access to safe treatment is a human right. Every year, we supply life-saving medicine to more than 100 million people worldwide.



Partners and stakeholders

We rely on constructive relationships with our partners to deliver efficient solutions with impact. Always based on respect and sustainability considerations.



Employees

Our 142 employees are among our most important asset. With 14 different nationalities represented globally, we foster an inclusive and diverse culture, where people can grow and develop.



Society

We take active part in empowering communities by developing simple solutions to complex challenges - with respect for the people and the societies we engage with.



Shareholders

Our revenue comes from sales of life-saving medicine. Focusing on long term shareholder returns allows us to invest in sustainable solutions.

Performance 2021/22

APRIL 2021 - MARCH 2022

FINANCIALS

The financial year ended 31st March 2022 with a profit of DKK 52,305 thousand. The equity as of 31st March 2022 amounts to DKK 323,250 thousand.

2021/22 was in many ways another challenging year, as COVID-19 continued to disrupt our supply chain. Nevertheless, maintaining a strong focus in mitigating the COVID-19 impact on product sourcing and finding efficient logistics solutions, we concluded this financial year with a solid operational performance for Missionpharma.

A year which could have been even more profitable, if our old trade receivables collection achievements had not been neutralised by remainder provisions on certain customers' remaining historic debt.

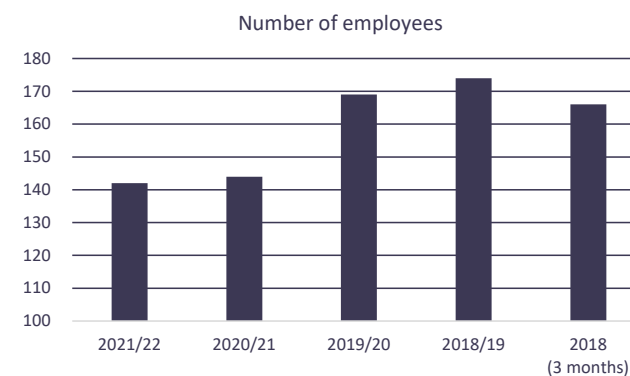
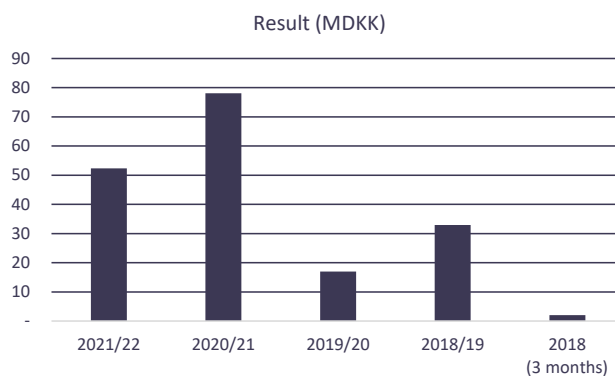
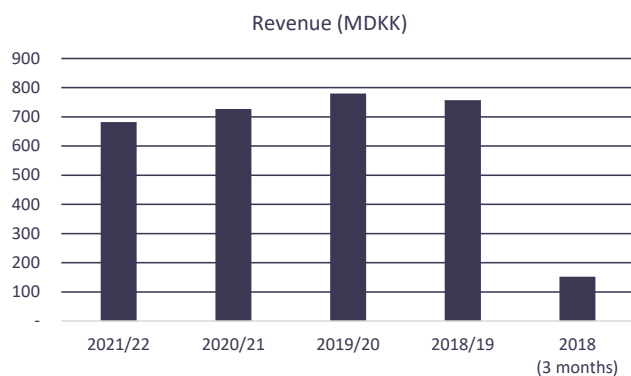
Finally, a strong cost reduction, partly due to lack of travelling possibilities, contributed positively.

Prolonging the efforts from previous years, we continued to minimise risk on credits granted. Missionpharma did not expose itself to any substantial risk during the year in this respect and managed to partly recover old debts.

All in all, the year ended with a very satisfactory result and slightly above expectations.

Missionpharma has not made any substantial investments during the financial year.

No event has occurred after the end of the financial period which significantly could affect the financial position.



The 3-months figures for 2018 is a result of an alignment of reporting with group companies.

Performance 2021/22

COMPARISON WITH OUTLOOK

OUTLOOK 2021/22	PERFORMANCE 2021/22
Expectation of a revenue in line with previous Financial year.	Revenue for the year ended slightly lower than expected, negatively impacted by some of our customers' budget re-allocation to COVID-19 related projects.
Expectation of a net result at a higher level compared previous financial year.	Last year's historical net result performance was not repeated. However, our strong segment and risk focus combined with managing operational challenges resulted in a financial performance exceeding expectation.
Expectation of a lower level of savings in administrative expenses compared previous financial year.	The focus on administrative expenses savings continued, and was achieved as expected, mainly driven by travel expenses which were still subject to COVID-19 related restrictions.
Manage uncertainties related to COVID-19 through the mitigation of any business impact through the supply chain.	Missionpharma managed to mitigate the operational challenges related to COVID-19, whereas certain development initiatives were delayed due to travel stop.
To continue the focus on minimizing risks in operations.	Missionpharma succeeded in executing our plan for continuous reduction of our financial risk towards customers in key markets.
To continue the development of diversified and financially strong customer segments.	Customer segments faced contrasted development, some benefitting from a strong growth and some others being directly impacted by some of our customers' budget re-allocation to COVID-19 related projects.
To strengthen the technical solutions and efforts within our global network of employees.	Missionpharma succeeded in executing as planned by implementing the Teams group communication solution in addition to re-enforcing the quality of our global IT architecture.
To develop our standards for quality and compliance even further.	We succeeded in developing further our quality and compliance standards, by developing our Quality procedure system, and by implementing further new compliance policies in addition to a new dedicated compliance and sanction department.
To strengthen our framework and focus with sustainability objectives.	We achieved our sustainability objective by obtaining ISO 14001 certification.

Outlook 2022/23

APRIL 2022 - MARCH 2023

The portfolio of contracts, pending quotations and inquiries combined with the operational and strategic activities lead to an expected growth in revenue for 2022/23 compared to financial year 2021/22.

The level of net result for the financial year 2022/23 is expected at a higher level compared to last financial year. This is mainly foreseen due to the revenue development, and despite inflation related recent procurement price increases that shall lower margins on certain commercial project execution. Finally, we expect an increase in administrative expenses due to inflation and a return to post COVID-19 travel re-opening.

It is although with a continuous substantial uncertainty we enter the financial year 2022/23 due to the COVID-19 impact of markets for sourcing products and global logistic solutions. We shall continue the strong plans of mitigation and strive towards managing such uncertainties and achieving our targets.

Consequently, Missionpharma shall focus on the following business areas:

- To develop the customer base and scope of activity with both existing customers as well as new strategic customers

- To continue the implementation of synergy projects with group companies
- To manage uncertainties related to COVID-19 through mitigation of any business impact throughout the supply chain
- To continue to improve our sustainability objectives in accordance with our group CO₂ emissions reduction target
- To develop our standards for quality by implementing an electronic Quality Management System.

No major investments are foreseen for 2022/23.

The capital resources have a satisfactory level and are expected to be unchanged during the coming financial year.

Please refer to page 33 for review of risks associated with COVID-19.



▶▶ IMPACT

318,000 medical kits

manufactured in our kit packing facilities in India and Denmark in financial year 2021/22

COVID-19 impact and actions

The COVID-19 pandemic is still heavily impacting the world and it is a huge challenge for many companies to uphold a consistent and reliable supply chain. As we have an important role in securing life-saving healthcare supplies also during crises, we are continuously focusing on mitigating the impact of COVID-19 and the associated risks on our operations.

As is the case for many other companies, Missionpharma is experiencing disruptions in several parts of the global supply chain as a direct consequence of the COVID-19 pandemic. In every region we operate, we are working closely with our partners to secure continuity of our operations to the extent possible. Since the outbreak of the pandemic our focus has been kept on preparing and executing business contingency plans to secure our customers consistent supplies.

INTERNAL OPERATIONAL IMPACT

Ensuring the safety of our employees during COVID-19 has been our most important priority since the very beginning of the pandemic, and we continue to uphold a range of scalable initiatives to safeguard employees and limit exposure to the virus in our locations.

As is the situation for many other companies, our travel activity over the past two years has been significantly reduced which has positively resulted in a decrease in CO₂ emissions on group level. However, it has also complicated the important benefits of meeting with customers, partners and colleagues in person which has led to an accelerated demand for digital optimisation.

We are continuously optimising our communication channels and connections in all our locations to secure a consistently high level of information-sharing within our organisation and in our communication with customers and partners.

COVID-19 HEALTH AND SAFETY MEASURES

- Increase work from home arrangements for all office staff
- Implementation of strict guidelines on social distancing and sanitization
- Extensive cleaning and sanitization measures in all locations and personal protection equipment offered to all employees
- Upgrade of insurance policies to cover COVID-related hospitalization for spouse and children
- COVID test coverage and mandate to follow national test strategies
- Maintaining a high information level on international and local COVID guidelines

WAREHOUSE CONTINGENCY PLANS

A minimum level of physical attendance is a prerequisite for ensuring packing continuity in our warehouses, which is why we have established emergency lockdown plans for our Indian operations in situations where COVID-19 starts spreading among our staff. With staff absent or isolated we are in risk of facing challenges upholding a consistent level of operations in our warehouses.

Therefore, contingency plans cover extensive precautionary health measures for our employees supported by emergency staffing plans which enable us to uphold a sufficient level of packing activities and minimise duration of possible lockdown. Fortunately, we managed to fully

uphold required capacity in our Indian operations as of end of financial year 2021/22.

SUPPLY CHAIN IMPACT

COVID 19's impact on the global supply chain is extensive. Factory and city lockdowns, low level of transport availability and reliability, port congestions leading to delays, unprecedented logistics cost increase and massive changes in supply and demand patterns causing unpredictable price fluctuations of certain products and raw materials are some of the elements directly affecting our ability to secure consistency in supplies.

In order to secure our supply chains to the extent possible, we have established a comprehensive range of contingency measures to minimise the operational impact of the crisis. Key focus is to minimise effects of the extensive decline in transport availability globally. In addition to advancing container bookings to secure space for our consignments, we closely monitor manufacturing and logistics situations in cooperation with our global partners and make detailed proactive risk evaluation of every single order.

The resilience of our business model and the effectiveness of contingency plans implemented have been clearly demonstrated with majority of orders delivered on time during financial year 2021/22.

Uniting in times of crisis to provide emergency kits

The world around us is constantly changing and with the ongoing COVID-pandemic and recently the war in Ukraine, humanitarian needs are multiplying and spreading by the hour.

The ongoing crises are affecting people around the world and we are all witnessing devastating consequences. Especially in times of crisis, there is a need to secure medical supplies globally, and Missionpharma faces unique challenges but also opportunities to make a positive impact in these situations.

We must demonstrate extended agility and commitment to take immediate action to secure availability and urgent deliveries of medical supplies needed. Therefore, we are constantly adjusting our products and services to cater for the increasing need for quality-assured emergency

goods to vulnerable communities all over the world. In order to effectively respond to the requests and expectations of our business partners, we are extending our proactive procurement activities as well as executing kit production for stock.

The ability to hold stock of pharmaceutical supplies and effectively manage the same is increasingly important for international institutions, such as the UN, which are managing the supply chain and programmes around crisis situations.

The ability to demonstrate extended agility to take action to secure immediate availability of medical supplies is an important strategic development to effectively support our business partners.



Our sustainability framework

IN ACCORDANCE WITH §99A OF THE DANISH FINANCIAL STATEMENTS ACT

Missionpharma's most important positive impact on society lies in our contribution to provide access to safe and affordable healthcare and thereby improve quality of life for millions of people worldwide.

INFLUENCING GLOBAL HEALTH

As a global business with activities in numerous countries worldwide, we not only have an opportunity – but also an obligation – to address, influence, support and change global healthcare issues.

Our leading market position and many activities around the world allow us to make an impact on many people's lives, whether they are patients, partners, customers or employees. Positively impacting access to quality healthcare worldwide – directly or indirectly – is the core goal of our company. It's why we do what we do.

According to the WHO, about one-third of people across the world lack access to essential healthcare, and minimum 10% of all medical products in developing countries are substandard or falsified.

Since 1975 Missionpharma has worked to provide access to safe treatment for everyone through dedicated focus on quality, safety and reliability of our products and services, while still acting responsible in all parts of our business and relations.

WE CREATE SHARED VALUE

We are determined to create economic, environmental and social value to the people and communities we engage with. Our sustainability commitment is founded on this triple bottom line approach which ensures that business decisions balance all three areas, while always keeping in mind the best interests of our stakeholders.

As a member of the UN Global Compact we conduct our business activities with respect for the Ten Principles for human rights, labour, environment and anti-corruption and the relevant UN Sustainable Development Goals.

We also work actively to identify, prevent and mitigate any adverse impacts and risks associated with our sustainability commitments. We have addressed these risks separately in the "Risk Management" section.

COMMITMENT TO CONTINUED SUPPORT

Sustainability is not new to us. It has been almost four years since we became a member of the UN Global Compact but even long before our active engagement, acting responsibly while continuously focusing on creating a positive impact on society has been an integrated part of our work and deeply rooted in our company culture.

We will continue to support and make progress on the Ten Principles and further to contribute to the Sustainable Development Goals (SDGs) by taking them into account when planning and reporting on our work.



▶▶ IMPACT

30,000 cbm

of healthcare products delivered to patients in 2021/22

Our sustainability commitments

Corporate responsibility is deeply rooted in our culture and in the way we work. Missionpharma has defined four sustainability commitments which guide us in acting responsibly in all parts of our business and in our relations with our surroundings.

CORPORATE RESPONSIBILITY

We know that responsible business conduct provides sustainable and long-term business results and that responsibility is a prerequisite for retaining our customers', partners' and employees' trust and confidence.

The backbone of our sustainability work is shaped by the Ten Principles of the UN Global Compact within human rights, labour, environment and anti-corruption. Missionpharma has defined four sustainability commitments – in line with the four focus areas of the UN Global Compact - which we adhere to and seek to continuously develop and integrate further into our global organisation.

Our commitment to enable better health in a challenged world through partnership and focused efforts remains strong. Together, we want to work towards a more responsible supply chain and we want to make sure that our collaborations add value to local economies.

The UN Sustainable Development Goals represent a framework of international priority areas as part of the 2030 Sustainable Development agenda. The 17 Sustainable Development Goals (SDGs) include 169 targets and are the world's plan to build a better world for people and our planet by 2030. Businesses are not required to work with all 17 goals, but to address the goals that make sense in their business area, as this is where they can make a real difference.

Looking across the SDGs and underlying targets, Missionpharma touches, directly or indirectly, many of the goals. We have chosen to target our efforts towards specifically SDG 3, 8 and 13 and the relevant sub-targets.





OUR FOUR SUSTAINABILITY COMMITMENTS

HUMAN RIGHTS



We improve global health

by making safe healthcare affordable.

LABOUR



We empower people

by fostering an inclusive and diverse culture where people can grow and develop.

ENVIRONMENT



We reduce our environmental footprint

by striving to integrate environmental responsibility into all our activities.

ANTI-CORRUPTION



We stand for integrity

by aiming for the highest ethical standards in our business practices.

Sustainable Development Goals (SDGs)

Missionpharma is committed to contributing to the SDGs as they inspire our strategies and targets and constitute important elements towards strengthening our corporate sustainability. Therefore, we have incorporated universal principles of responsibility and sustainability into our core operations and across our value chain.

SDG FOCUS

Missionpharma has been a member of the UN Global Compact since 2018 and it is a natural consequence of our commitment to the Ten Principles to engage with the Sustainable Development Goals (SDGs). The goals are closely interlinked with our sustainability commitments for human rights, labour, environment and anti-corruption.

Looking across the SDGs and underlying targets, Missionpharma touches, directly or indirectly, many of the goals. We have chosen to target our efforts towards specifically the UN Sustainable Development Goals no. 3, 8 and 13 and the relevant sub-targets.



Goal 3, Good health and well-being, is by far the goal, where Missionpharma has the ability to significantly contribute to large-scale positive transformations, as this target directly relates to our focused efforts to improve access to safe and affordable healthcare globally. In addition to Goal 3, we contribute particularly to Goal 8, Decent work and economic growth and Goal 13, Climate action.



SDG 3: GOOD HEALTH AND WELL-BEING

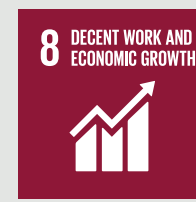
Ensure healthy lives and promote well-being for all at all ages.

In particular, Missionpharma focuses on contributing to the following sub-targets:

- 3.1: Reduce the global maternal mortality ratio
- 3.2: End preventable deaths of newborns and children
- 3.3: End the epidemics of AIDS, tuberculosis, malaria
- 3.4: Reduce premature mortality from non-communicable diseases
- 3.7: Ensure access to sexual and reproductive health care services
- 3.8: Achieve universal health coverage

OUR CONTRIBUTION TO GOAL 3

Our activities reach further than supplying healthcare products; we organise dedicated initiatives to improve maternal and child health and reduce the maternal mortality ratio, we supply products to combat HIV, TB and malaria epidemics, we provide products to prevent and treat non-communicable diseases (NCDs), we offer solutions to address family planning issues and we improve access to universal health coverage through providing access to quality medicine and vaccines.



SDG 8: DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

OUR CONTRIBUTION TO GOAL 8

Both permanent and casual employees count as a vital resource in our organisation. Therefore, we do our best to protect the well-being of our employees by providing a safe and healthy work environment and fostering an inclusive culture where people can grow and develop.



SDG 13: CLIMATE ACTION

Take urgent action to combat climate change and its impacts.

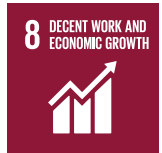
OUR CONTRIBUTION TO GOAL 13

With climate changes being among the world's biggest challenges we have an obligation to continuously improve our environmental performance and to define concrete goals to reduce our environmental footprint every year. We also aim to monitor and influence our partners, i.e. suppliers around the world.



Human rights

We want to improve access to safe and affordable healthcare worldwide, while consistently focusing on ensuring that products are provided to patients under responsible and sustainable conditions and with respect for human rights throughout the supply chain.



APPROACH TO HUMAN RIGHTS

We fundamentally believe that access to safe and affordable healthcare is a human right. In many countries medical supplies from Missionpharma constitute the backbone of local healthcare solutions. Therefore, we work towards continuously refining our fundamental purpose: To ensure timely delivery of quality-assured medicine and medical devices to those who need it. Therefore, we continuously seek to advance our supply chain to make healthcare products available and to actively address barriers to accessibility.

In addition to contributing to making a difference for millions of people every year, it is our obligation to protect human rights within our organisation and, to the largest possible extent, to influence those of our manufacturers and partners throughout the value chain.

HUMAN RIGHTS POLICY

Missionpharma has a zero tolerance against infringement of human rights, including the use of child labour. Working in global partnerships, we are guided by national laws and internationally proclaimed human rights.

The WHO Technical Report Series No. 986 and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work serve as guidelines for our approach to universal human rights.

OUR GLOBAL CODE OF CONDUCT & ETHICS

- We do not engage or get involved in any business that is against human dignity
- We do not discriminate based on race, colour, gender, religion or national origin
- We do not tolerate any form of harassment
- We do not deal with any person that engages in or is involved with any human rights abuses
- We do not get involved in any child labour, human trafficking or any other kind of forced or involuntary labour

We do not accept any kind of forced or compulsory labour, we work actively to abolish child labour and we aim to assure that no breach of local and global regulations takes place in our operations or with our partners, to the extent possible. We value diversity high and we do not discriminate based on sexual orientation.

HUMAN RIGHTS VIOLATIONS:

Discrimination:	Zero reports
Forced labour:	Zero reports
Freedom of Association and Collective Bargaining:	Zero reports
Child labour:	Zero reports





Human rights

GMP AUDITS DURING COVID-19

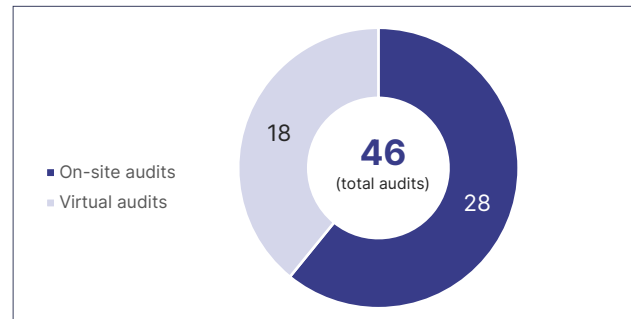
Conducting GMP inspections of our manufacturers is an integrated and mandatory part of our Quality Management System and supplier approvals. This year, as was the case last year, extensive COVID and travel restrictions, and thereby limitations in access to suppliers' facilities, have

HIGHLIGHTS 2021/22

- Full implementation of new company purpose statement "On a mission for better health"
- Significant contribution to SDG 3 by supplying more than 100 million treatments to patients worldwide
- Conducting 46 GMP audits compared with 18 audits in last financial year
- No violations of human rights reported via our whistleblower system within our own organisation or with third party
- Cash donation to the Danish Childhood Cancer Foundation (Børnecancerfonden) collected from the "Missionpharma charity run"
- CSR activities in the local communities in India through donation of uniforms and solar power installations to the Mata Laxmi Rotary Institute for Speech and Hearing Handicapped in Gandhidham
- Donation of 280,000 pharmaceutical treatments to patients in Kenya and 145,000 surgical sutures to Ukraine.

prevented us from maintaining our usual high levels of on-site supplier GMP audits and to meet own targets of performing 50-60 audits per year.

During this financial year, we have conducted 46 GMP audits compared with only 18 audits in financial year 2020/21. This increase is primarily a result of onsite audits conducted during off-peak COVID wave coupled with implementation of new procedures to conduct virtual audits in situations where on-site supplier audits are not possible to accomplish.



Virtual audits are typically conducted via digital meeting platforms, such as Teams or Skype for Business which put requirements to manufacturer' technological performance and discipline.

Virtual audits include, among others, a comprehensive risk assessment and extensive evaluation of written documentation prior to the audit which is cross-verified in details during the virtual audit. Whenever possible, site tours are conducted through mobile video for the possible effective understanding of plant processes.

As a fully integrated part of our GMP audit programme, we assess and document manufacturers' potential use of child labour during every single audit – being physical or virtual – in addition to assessment of specific human rights areas and ethical practices.

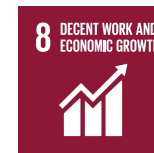
Missionpharma chooses to perform virtual audits only if on-site audits are not possible due to travel or other COVID restrictions, and they can never stand alone. Virtual audits must always be followed up by on-site audit as soon as possible.

OBJECTIVES 2022/23

- Continue our mission for better health by extensively contributing to SDG Goal 3 through ensuring consistent supplies of safe and affordable healthcare to patients worldwide
- Continued focus on reducing pharmaceutical destruction levels following corporate stock keeping strategies and donation activities of soon-to-expire drugs
- ISO 9001 certification of Missionpharma Logistics India
- Further implementation of contingency measures to uphold our delivery performance through the COVID-19 pandemic
- Following international regulations to minimise sub-standard and falsified medicine by continuing our preparations towards GS1 (Global Standards 1) and MDR (Medical Device Regulation)
- New Corporate Social Responsibility (CSR) investments in our local communities in India.

Labour

Attracting, retaining and developing our workforce remain a priority. We seek to accomplish this by ensuring a purposeful work in a healthy and engaging work environment offering opportunities for personal and professional development.



APPROACH TO LABOUR

With goal 8, Decent work and Economic growth, as one of our primary SDG targets, we are committed to promoting sustainable economic growth and ensuring a productive and decent work environment for all our employees.

Our employees are vital for Missionpharma's growth and the successful execution of our strategies. Therefore, it is important for us to focus on building a company culture in which our employees thrive both personally and professionally and where passion and engagement are principal values. We believe that a healthy and inspiring workplace in which our employees get the opportunity to develop themselves will allow our people to perform to the best of their abilities.

LABOUR POLICY

We protect labor rights and provide a safe and healthy working environment for our employees. Staying healthy and safe at work is a fundamental right and we offer our employees a sound physical and mental work environment in all our locations.

We do not accept any forms of forced, compulsory and child labour in any of our affiliates. We promote social diversity, we fight discrimination and we strive to provide an inclusive environment with equal opportunities for every employee.

We always seek a fair balance between men and women among our employees, as we believe it benefits our working environment and ability to develop.

We embrace diversity and we have a zero tolerance for any forms of discrimination and harassment. We consider diversity in nationalities, cultures, gender, sexual orientation and backgrounds as a strength allowing us to achieve our vision and tailor our services to the needs and requirements of our customers and partners.

SICK ABSENCE

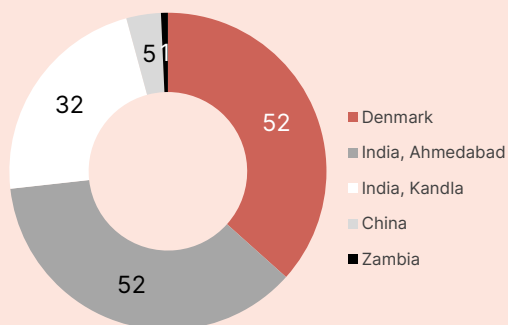
Sick absence rate among our Danish employees continues to be significantly lower than the average of 3.2% in 2020 among Danish companies.

2021/22	2020/21	2019/20	2018/19
1.17%	1.00%	2.18%	1.16%

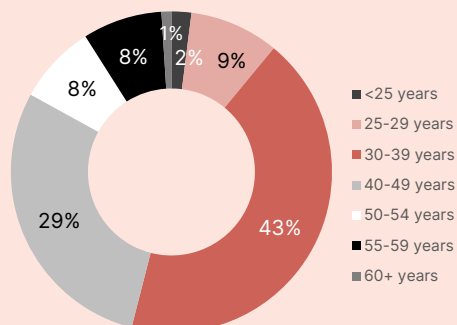
Figures includes Danish employees only. Rate is calculated based on number of sick days compared to total number of workdays for average number of employees.

WORKFORCE DEMOGRAPHICS BY 31 MARCH 2022 (GROUP FIGURES)

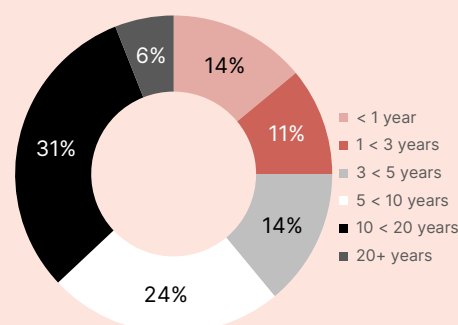
EMPLOYEE DISTRIBUTION



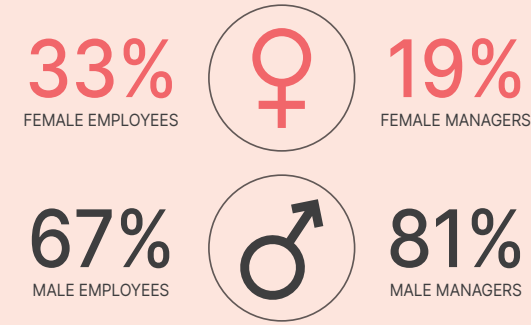
AGE DISTRIBUTION



SENIORITY



GENDER COMPOSITION





Labour

FOCUS ON HEALTH AND SAFETY

COVID-19 has made health and safety an even stronger focus point than before. The safety of our employees remains our top priority, and we made significant efforts during the year to safeguard them during the pandemic.

As described on page 16, we have introduced a range of initiatives to safeguard our employees and to limit exposure to the virus in our locations to the extent possible.

HIGHLIGHTS 2021/22

- 99% response rate to this year's global employee satisfaction survey
- 93% of all employees globally believe that "Missionpharma is a great place to work" compared with 90% last year
- Gender distribution among managers globally is maintained at the same levels as last year (19%)
- 100% of our Danish employees are satisfied or very satisfied with our office facilities and common areas in Lyngø
- Extensive focus on ensuring health and safety of our employees during COVID-19
- Global coverage of annual Personal Development Talks and Personal Evaluation reached 100% across locations
- Insights Discovery® personality profiling and feedback for all DK-based employees
- Release of permanent work from home policy for all DK-based employees
- Missionpharma Logistics India wins the "Award for Excellence in Export" for the 12th time.

In connection with the annual employee satisfaction survey in January, our employees were asked to respond to the question "I feel that management has handled the COVID situation well over the past year". With 97% of employees responding positively to the question, it is our firm belief that we have managed to balance safety precautions with operational resilience.

WORKPLACE EVALUATION FOR DANISH EMPLOYEES

Every third year, we are required by the Danish Working Environment Authority to conduct a workplace evaluation to examine the Danish employees' perception of the work environment in Missionpharma.

The evaluation covers the physical work environment and the ergonomic conditions when working from our offices. As we have recently introduced a permanent Work From Home policy, it is mandatory to also evaluate work conditions when working from home. The psychological work environment is covered in the annual employee engagement survey and is therefore not addressed in the workplace evaluation.

100% of employees are satisfied or very satisfied with our office facilities and common areas in Lyngø.

The results from this year's workplace evaluation revealed that 100% of employees are satisfied or very satisfied with our office facilities and common areas in Lyngø but also that there is a demand for looking into noise levels and temperature in the open offices, as close to 20% of employees has mentioned this as a point of improvement.

RELEASE OF WORK FROM HOME POLICY

Following positive experiences with employees working from home during COVID peaks, Missionpharma has decided to introduce a permanent work from home arrangement for our employees.

The arrangement is based on trust in employees' productivity and ability to self-motivate when working from home. Employees are expected to be fully available and to perform to the same standard as when working from the company's premises. It is of utmost importance for the company that the customer experience is the same whether employees are working from home or in office.

In addition to providing increased work-life balance, our permanent work from home arrangement is experienced a benefit when attracting new employees, as it also increases geographic independence. Reduced travel and transportation needs among employees has lowered CO₂ emission levels.

OBJECTIVES 2022/23

- Employment of new Chief Human Resource Officer
- Obtain a global employee satisfaction score of minimum 90% satisfaction with Missionpharma as a great place to work
- Achieve a more balanced gender representation across managerial levels
- Continue to ensure a healthy and safe working environment for our employees during COVID-19
- Roll-out of Insights Discovery® personality profiling to a large part of our international managers.



Environment

We are committed to minimising the impact of our business operations on the environment and to continuously working to improve our environmental performance - not only today, but also well into the future.

ENVIRONMENTAL APPROACH

Missionpharma contributes to SDG goal 13, Climate action, through defined targets to mitigate our negative impact on the environment. With climate changes being among the world's biggest challenges we have an obligation to continuously improve our environmental performance and to define concrete goals to reduce our environmental footprint.

Our environmental efforts are focused on implementing initiatives, where we as a global organisation can make the biggest positive impact on the environment. Being an important supplier to healthcare programmes worldwide, transportation of goods constitutes by far the biggest environmental impact within our part of the supply chain.

Our logistics setup in India, Missionpharma Logistics India, is strategically located in Kandla Special Economic Zone near the western coast of India. This location directly contributes to minimising CO₂ emissions, as transportation distances to our customers in typically Africa and Asia are minimised when packing and shipping products directly from India - and from our manufacturers located in primarily India and China - instead of transporting goods from our Danish location.

ENVIRONMENTAL AMBITIONS

We want to reduce our environmental footprint every year through focused efforts to reduce energy consumption and own CO₂ emissions. We strive to integrate environmental responsibility into all our activities on a global scale and, to the largest possible extent, to contribute to reducing carbon footprint through our parts of the supply chain.

272,580 kWh

green energy generated in financial year 2021/22 via 200 kW* solar power installations in India.

**Additional 100 kW installed by March 2022*

We want to minimise the electricity consumption in our own locations and we encourage employees to use resources sustainably and to create a climate-conscious working environment.

To limit the negative environmental impacts from pharmaceutical manufacturing, and to ensure continuous improvement initiatives, we keep our manufacturers' social and environmental responsibility top of mind at all times. This is particularly addressed during periodical GMP audits, where we are continuously monitoring manufacturers' environmental policies.

13 CLIMATE ACTION



ENVIRONMENTAL POLICY

Missionpharma is committed to fulfilling all applicable compliance obligations, minimising our environmental impact, and continuously improving our environmental performance.

We strive to minimise our environmental impact from a product life cycle perspective, considering the impact of our manufacturers, our carriers and freight forwarders, and our own premises and customers, balanced with our other business goals.

We will establish, maintain and develop key performance indicators for significant environmental aspects to systematically monitor and improve our overall environmental impact.



We are continually growing plants and trees in our Indian facilities to encourage green and sustainable surroundings.



Environment

ISO 14001 CERTIFIED

Supplementing our ISO 9001 and ISO 13485 certifications, Missionpharma A/S obtained ISO 14001 certification in July 2021.

ISO 14001 is an international environmental management standard which further guides us towards measuring and improving our environmental impact aligned with our commitments to the UN Global Compact.

The certification reflects our commitment to fulfill applicable compliance obligations, to minimise our environmental impact and to continuously improve our environmental performance - completely in accordance with our sustainability commitments.

ISO 14001 is a management tool which guides us to achieve and to systematically control the level of environmental performance we set for ourselves. The certification is implemented, supervised and managed by a dedicated ISO 14001 team and fully integrated with our ISO 9001 certification.

Employee involvement and empowerment is imperative when aiming for anchoring our environmental commitments in the organisation. In order to create awareness, involvement and motivation among our employees, we have developed a web-based idea collection tool on our intranet that encourages employees to propose ideas to environmental improvements which may lead to reduced environmental impact.

In financial year 2021/22 alone, employees have submitted 63 environmental suggestions, of which 44 are already implemented. This is a clear proof of employees' dedication to use our resources sustainably and to contribute to creating a climate-conscious working environment.

We have started up initiatives to certify Missionpharma Logistics India according to ISO 14001 in financial year 2022/23.

MAIN KEY PERFORMANCE INDICATORS (KPIs):

- ISO 14001 certification of suppliers, freight forwarders and ocean carriers
- Reduction of pharmaceutical destruction levels
- Reduction of gas, water and electricity consumption levels



HIGHLIGHTS 2021/22

- Missionpharma A/S obtained ISO 14001 environmental certification by Bureau Veritas
- Electricity consumption across our locations decreased by 20% compared to last year
- 50% of Missionpharma's global electricity consumption is based on green energy sources
- Reduction in CO₂ emissions of 250 tons generating more than 272,000 kWh green energy covering approximately 40% of electricity needs to maintain all warehouse operations in India
- Installation of additional 100 kW solar power in Missionpharma Logistics India, reaching a total capacity of 300 kW
- Significant reduction in travel activity and transportation requirements within our group due to COVID-19 leading to decrease in CO₂ emissions
- Implementation of 44 suggestions from employees to environmental improvements
- Installation of charger for electric cars in Missionpharma Denmark
- Improved waste management via separation of bio-waste, paper, plastic and cartons to ensure optimal recycling.



Environment

INCREASE OF GREEN SOLAR POWER CAPACITY

Our warehouse operations in India account for nearly 70% of the total energy consumption in the Missionpharma Group. As solar energy is available in abundance in this part of the world, we have been systematically installing solar power on our warehouse roofs to generate green electricity to maintain warehouse operations.

The solar panels generate enough green power to cover a large part of electricity needs and they serve as a primary contributor to reducing our environmental footprint. In March 2022, we completed the 3rd phase of our solar power installations by expanding our capacity with another 100 kW, thereby reaching a total capacity of 300 kW.

In this financial year, our 200 kW installation has generated more than 272,000 kWh green energy. This is enough to cover around 40% of the total electricity needs for our local warehousing and packing activities as well as the airconditioning power consumption to maintain all warehouses under temperature control.

With the 300 kW solar power capacity we expect to generate minimum 400,000 kWh green energy in next financial year. This is enough to cover more than 50% of the total electricity needs in our Indian warehouses and is expected to generate CO₂ savings of around 380 tons.



By end of financial year 2022/23 we are planning to expand current capacity by another 50 kW reaching a total capacity of 350 kW.

KEY FIGURES 2021/22

Solar power capacity*:	200 kW
Green energy generated:	272,580 kWh
CO ₂ savings:	250 tons
Electricity coverage: of total warehousing, packaging and airconditioning needs in Kandla	40%

**300 kW by March 2022*

GROUP POLICY ON CO₂ TARGETS

Our parent company, CFAO Group, has defined a target of achieving 50% reduction in group CO₂ emission levels in 2030 by integrating extensive carbon reduction efforts into its business strategies.



Specifically, the Group aims at REDUCING current own greenhouse gases, INVESTING in value-chained projects with positive impact in Africa and OFFSETTING remaining CO₂ emission beyond usual business scope.

Measuring, reporting and setting targets for carbon emission levels apply for all companies in the CFAO Group. In addition to setting ambitions for CO₂ reduction and compensation efforts, the action plan includes investments in low carbon initiatives and technologies in close collaboration and dialogue with business partners, staff and local communities.

GROUP EMISSION TARGET:

50%

reduction in CO₂ emissions in 2030

As a member of the CFAO Group, Missionpharma is committed to measuring, reporting and improving on the wide range of environmental parameters defined at group level. All measurements fit well into our own environmental targets set up in connection with our ISO 14001 certification.

OBJECTIVES 2022/23

- Obtain ISO 14001 environmental certification of Missionpharma Logistics India
- Utilisation of 300 kW solar power to cover minimum 50% of total electricity needs for our warehousing and packing operations in India
- Expansion of solar power capacity i Missionpharma Logistics India by 50 kW reaching a total capacity of 350 kW by March 2023
- Assess possibilities to exchange light sources in Missionpharma Denmark to LED to reduce electricity consumption
- Strengthen control of and requirements to partners as a consequence of our ISO 14001 with targets:
 - 40% of key suppliers are ISO 14001 certified
 - 75% of prequalified International Freight Forwarders are ISO 14001 certified



Anti-corruption

Upholding a high level of business ethics minimises any potential risks to our business, people and society. We act with integrity and in compliance with our Group Code of Conduct & Ethics as well as international and local standards for responsible business conduct.

APPROACH TO COMPLIANCE

Acting with integrity has always been one of our core values. At Missionpharma, we are committed to upholding high business standards and promoting good business conduct globally in our interactions with employees, customers, healthcare professionals, public officials, suppliers and other business partners.

We focus on SDG 8, Decent work and economic growth, as we want to promote sustainable growth for our company and our stakeholders, while still maintaining a productive work environment with transparent ethical standards for all.

Our compliance framework includes a number of compliance policies supported by sub-policies and procedures related to, among others, gifts, hospitality, donations, sponsorship and patronage - all in accordance with Group Global Code of Conduct & Ethics.

Missionpharma's compliance policies apply to all employees of the Missionpharma Group as well as our local representatives and partners.

Employees, local representatives and third parties receive training in our compliance policies and practices and commit to adhere to them in writing according to defined procedures. New employees undergo mandatory training shortly after their employment.

POLICIES AND PROCEDURES

We firmly believe that responsible business conduct adds value to our business and to our employees and partners. Missionpharma is committed to ensuring that the business we conduct globally is fair, transparent and ethical and complies with the laws in the countries we do business with, to the extent possible.

COMPLIANCE POLICIES

- Group Global Code of Conduct & Ethics
- Third Party Code of Conduct
- Anti-bribery and Anti-corruption Policy
- Whistleblowing Procedure

Missionpharma does not tolerate any form of corruption or bribery. To mitigate the risk of unethical behaviour, we have implemented a comprehensive vetting programme, which includes all business relations, to ensure compliance with Missionpharma standards of integrity. Processes include screening of critical information on persons and entities in addition to due diligence questionnaires and document review. Our local representatives go through a rigorous due diligence process and approval procedure.

Guidelines and instructions are implemented in our group policies, which are supported by a whistleblower system, where employees and external stakeholders can report concerns in a secure and confidential way.

8 DECENT WORK AND ECONOMIC GROWTH



▶▶ IMPACT

Every year Missionpharma supplies

2.6 billion tablets/capsules

This equals almost two tablets/capsules per African citizen.



Anti-corruption

SCALING UP ON THIRD PARTY VETTING

During the past financial year, and as a direct result of the foundation of our dedicated Compliance & Sanctions department, we have highly increased depth and extent of our due diligence screening of all third parties according to Group policies.

With the aim of protecting third parties as well as Missionpharma against legal, human, economic and financial consequences of inadequate vigilance, we have established comprehensive due diligence procedures which structure guidelines for entering into business relationships with suppliers, customers, consultants and partners.

In addition to vetting all business relationships, procedures also cover major projects and/or contracts concluded with governmental organisations. The extent of due diligence procedures is applied based on individual risk mapping. Any non-compliance with defined criteria will result in exclusion from initiating the business relationship.

200 supplier screenings performed via our fully integrated compliance platform in this financial year

Third party vetting is performed via our advanced compliance platform which delivers by combining matching algorithm with access to global screening data. The platform also offers powerful batch capabilities for effective screening and processing of data.

Using an advanced screening platform enables us to consolidate and optimise our vetting processes and thereby effectively mitigate risk exposure with enhanced due diligence data. This financial year alone we have effectively performed more than 200 supplier screenings.

HIGHLIGHTS 2021/22

- Release of new version of whistleblower policy fully compliant with the new EU Whistleblowing Directive
- Establishment of independent Compliance & Sanctions department with dedicated resources to identify, analyse, mitigate and act upon potential compliance risks
- Increased depth, extent and efficiency of third party due diligence screening according to Group policies
- Extended utilisation of digital third party screening platform offering batch capabilities
- Managers, commercial employees and externally exposed employees globally have completed digital compliance training courses via TRACE training platform
- One report received through our whistleblower scheme. The case has been investigated and dealt with according to procedures and has not required corrective actions.





Anti-corruption

DEDICATED COMPLIANCE & SANCTIONS DEPARTMENT

Being faced with growing sustainability challenges across the sectors in which we operate, we need a robust governance structure to ensure we understand, assess and ultimately manage the risks and opportunities across our value chain.

As a company with many interests and activities within global health we have an obligation to continuously focus on upholding a high level of compliance and risk management. To further strengthen and support our established Compliance Committee, we have founded an independent Compliance & Sanctions department with dedicated resources to identify, analyse, mitigate and act upon potential compliance risks.

The department reports to Missionpharma's Chief Compliance Officer and works in close cooperation with our Compliance Committee. Main areas of responsibility are:

- Support the Chief Compliance Officer in development and implementation of policies, procedures, tools and audit programmes
- Perform vetting procedures
- Maintain files and reporting procedures
- Monitor and secure rules and procedures related to sanctions, including procedures towards parent companies and financial institutions
- Perform compliance training of internal and external stakeholders



By establishing a department in Missionpharma specifically dedicated to performing and monitoring due diligence procedures, we have created an organisational compliance structure that is tailored to our needs and which is characterised by clear responsibilities and reporting lines within the company.

COMPLIANCE TRAINING

We have the responsibility to ensure that all our employees globally are aware of our ethics and compliance culture and policies. Therefore, all employees are provided mandatory compliance training to guide them in making the right decisions and to raise awareness when facing questionable situations.

To supplement our internal compliance training programmes - and with the aim to improve current training management, consistency and measurability - we use digital compliance training as our main training tool.

The digital training is based on an advanced e-learning platform and executed through TRACE International - a globally recognised anti-bribery business association and leading provider of third party risk management solutions. The training courses are web-based and developed in conjunction with experts within each selected theme.

We are rolling out the compliance training in steps, with Missionpharma's managers included in the first training round in last financial year, followed by all commercial employees and Indian managers in this financial year. As was the case in 2021, training in our compliance policy framework will be a key priority in 2022 as well. Targets are already in place for employees to include in the next training round in the coming financial year.

Training has contributed to strengthening staff's knowledge on key regulations within global compliance, enabling them to better mitigate risk of compliance violations.

OBJECTIVES 2022/23

- Continue roll out of digital compliance training programmes (full or refresher courses) to defined target groups
- Refine procedures and depth of our due diligence screening of suppliers and third parties
- Continue to update compliance policies in line with Group directives
- Further engage local compliance correspondents in India and China through quarterly compliance review meetings.

Statutory statement

IN ACCORDANCE WITH §99B OF THE DANISH FINANCIAL STATEMENTS ACT

	BOARD OF DIRECTORS	OTHER MANAGEMENT LEVELS																		
POLICY	Missionpharma strives to achieve the gender equality by maintaining focus on identifying and recommending qualified female candidates for the Boards within the Group, which have an obligation to set a diversity target.	Missionpharma´s policy strives towards a higher degree of gender diversity within its management teams, as we believe it benefits our working environment and ability to develop.																		
TARGET	Missionpharma has set a total target of two female members of the Boards by end of March 2023, equal to 40%.	Missionpharma maintains its target of further increasing the number of females in managerial positions.																		
PROGRESS	There has been no changes in the Board of Directors during the year and consequently the target is still being strived for.	To achieve the overall target, we maintain a continuous focus to ensure gender equality during recruitment processes as well as through personal development and talent programs.																		
STATUS	<table border="1"> <thead> <tr> <th></th> <th>March 2022</th> <th>March 2021</th> </tr> </thead> <tbody> <tr> <td>Female members</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>Male members</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table>		March 2022	March 2021	Female members	20%	20%	Male members	80%	80%	<table border="1"> <thead> <tr> <th></th> <th>March 2022</th> <th>March 2021</th> </tr> </thead> <tbody> <tr> <td>Female managers</td> <td>19%</td> <td>20%</td> </tr> <tr> <td>Male managers</td> <td>81%</td> <td>80%</td> </tr> </tbody> </table>		March 2022	March 2021	Female managers	19%	20%	Male managers	81%	80%
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Data ethics

IN ACCORDANCE WITH §99D OF THE DANISH FINANCIAL STATEMENTS ACT

Missionpharma complies with both Danish and EU law on data and privacy protection. We recognise that the fast pace of technological development, along with evolving risks and benefits from large scale data use, require thoughtful and responsible decision-making, where existing laws and regulations do not necessarily provide clear ethical guidance.

To cope with these challenges Missionpharma has developed a policy on data ethics based on six principles for how to handle data in an ethical way. The rules describe how we use and process both personal data and non-identifiable (e.g. anonymized, aggregated, non-personal) data. The policy complements the rules and policies for handling of personal and other data, referred to in the employment contract, which all employees sign in connection with the employment.

Missionpharma will periodically review and revise the principles to reflect evolving technologies, the regulatory landscape, stakeholder expectations, and understanding of the risks and benefits to individuals and society of data use.

THE SIX PRINCIPLES

We take measures to ensure that any data shared and used – whether personal or business data – is protected through robust security features and reliable IT applications and providers. On top of this, we have defined six principles on data ethics and responsible handling of personal data:

1. Respect for the privacy of own employees, individuals applying for employment, as well as individuals external to Missionpharma is a fundamental principle
2. Missionpharma perceives data ethics considerations as more far-reaching than compliance with specific legislation, such as GDPR
3. Missionpharma prioritises openness and transparency in the ongoing challenges that handling both personal data and non-identifiable data entails. The aim is that companies, organisations, and authorities can learn from each other's experiences
4. All employees sign a declaration of confidentiality in connection with their employment with Missionpharma. Any personal data, proprietary knowledge, trade secrets etc., are always kept at a minimum, securely stored, kept accurate, retained for no longer than necessary, and is only used for a specific and legitimate purpose
5. Missionpharma only discloses the data on individuals to authorities if there is an obligation to do so according to legislation and a court or authority decision
6. Machine learning, artificial intelligence, analysis, impact measurements and the use of algorithms will become part of Missionpharma's strategic endeavors to provide access to safe and affordable healthcare, and to promote openness and transparency about Missionpharma's activities and social impact.

USE OF COMPUTER PROGRAMS, ARTIFICIAL INTELLIGENCE AND ALGORITHMS

- Missionpharma uses computer programmes, artificial intelligence and algorithms in analysis and evaluations aimed solely at supporting Missionpharma's work to provide access to safe and affordable healthcare and to be transparent about Missionpharma's societal impact and the effects of Missionpharma's activities
- Artificial intelligence and similar technologies are widely used in society. Missionpharma will use these technologies, as well as new technologies, new data sources and new research methods to improve Missionpharma's own decision-making processes, to make evaluations of strategic focus areas, and to analyse the societal effects of Missionpharma's activities
- Missionpharma assures that actual decisions made under the auspices of Missionpharma are always carried out by an informed individual with the needed procurement
- At any time, the Danish authorities will be able to access and check applied algorithms upon request to verify that these are not programmed to deliver discriminatory or biased results.

Risk management

Missionpharma works with a structured internal control scheme as part of its business as well as being subject to internal controls procedures by its parent companies.

The internal control measures are aimed to secure not only a high level of effectiveness and correctness throughout its business and organisation, the protection of resources and assets but also very much to secure compliance and control risk management in accordance with policies.

RISK ASSESSMENT - MAPPING AND DEVELOPMENT

The risks highlighted in the matrix, and subsequently described, are assessed to be 2022/23 key risks, which may influence the business in general as well as short term performance and long term strategic objectives. The risks are assessed and the development described as an ongoing evolution of our business and initiatives, independent from any COVID-19 impact. The latter is separately described afterwards.

As a consequence of our successful development within strategic initiatives towards a more diversified business model and the adjusted financial risk profile on customer credits the following adjustment to key risk is considered:

- "Business model" remains unchanged
- "Contract realization" has been increased in terms of probability but maintained in terms of financial impact
- "Customer and market exposure" has been lowered in terms of probability

- "Customer credits" has been lowered in terms of financial impact
- "Sustainability" remains unchanged
- Risks related to "Exchange rates" increased in terms of probability
- Inventory risk has been added with a low financial impact and a moderate probability.

COVID-19

With the continuous and unpredictable issues related to COVID-19, the possibility to predict and mitigate within our key risks remains challenging.

During the financial year 2021/22 we have seen challenges in both sourcing of products as well as disrupted supply chains which continuously could threaten our ability to honor commitments for consistent supply of healthcare products. Our actions towards mitigating actions and contingency plans are intensified during the last year are expected to remain in force throughout the financial year 2022/23.

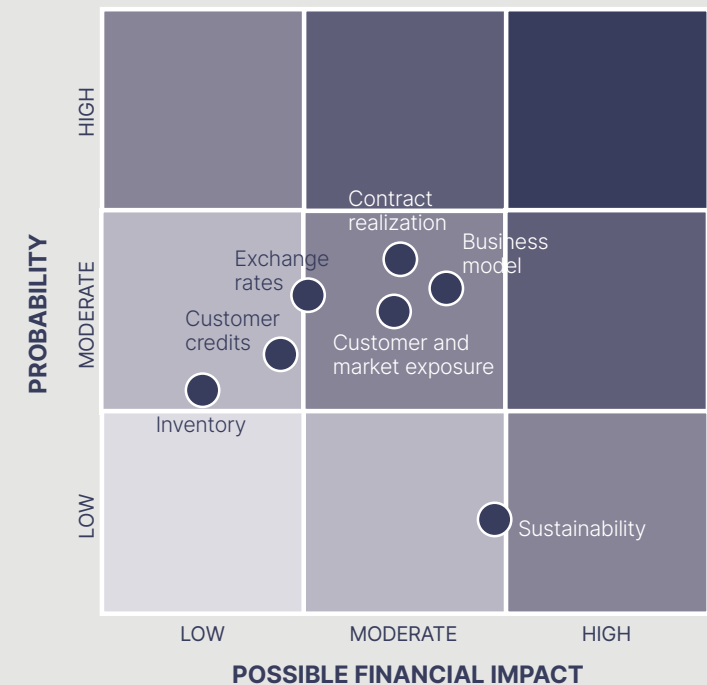
During the financial year 2021/22 we saw little consequence on the funding structure of our customers but the topic remains a high risk for the market in which we operate. An eventual change in such funding structures would negatively affect our risks associated with "Customer and market exposure", "Business model" and "Contract realization".

KEY RISKS 2022/23

Missionpharma systematically works with risk management as an integrated part of its business. Financial as well as non-financial risks are continuously identified and monitored to secure transparency in the accepted risks and to secure mitigation in line with policies whenever possible.

The matrix below shows the seven key risks that may impact Missionpharma's business in general as well as our short term performance and long term strategic objectives in 2022/23.

Risks are assessed based on a two-dimensional matrix which estimates the possible financial impact and the probability of that risk materializing.



Risk management - description

RISK DESCRIPTION	POSSIBLE IMPACT	RISK MITIGATION
<p>Business model</p> <p>The business model of Missionpharma is exposed to the uncertainty of inquiries from the market and subsequent successful outcome of tenders participated in. The business consists of a combination of smaller and larger tenders where frequency, timing, value, and conditions for participation are concurrent elements of uncertainty.</p> <p>See remarks regarding COVID-19 on first page of the Risk section.</p>	<p>The ability to predict financial performance on revenue, earning and cash flow is affected by the uncertainty in general and in particular if not successful on major tenders with larger financial impact.</p> <p>The short term (less than 1 year) uncertainty is moderate due to a certain portfolio of confirmed orders whereas the long term uncertainty (above 1 year) is significant.</p>	<p>An ongoing monitoring of inquiries, quotations and actual orders, versus targets set, is an essential element in internal reporting and management of the business. A high level of agility in capacity and cost structures is equally an important focus area.</p> <p>Continuous focus on strategic initiatives to further diversify the business based upon a deeper customer understanding.</p>
<p>Contract realisation</p> <p>The positive outcome of a tender leads to binding sales prices and contractual terms in general.</p> <p>Cost of goods and other cost elements, being the calculative base for tenders participated in, are only locked at time of customer contract. Occasionally purchase is committed prior to conclusive contract.</p> <p>See remarks regarding COVID-19 on first page of the Risk section.</p>	<p>The time lag between tender bid, sales contract and purchase transactions for contract realization is substantial. As cost elements only are renegotiated at time of final orders, the time lag represents a risk in predicting financial outcome in comparison to expectations for contracts. We are impacted by this year's inflation, why we increase the probability for contract realisation.</p> <p>Eventual commitment prior to conclusive contract constitutes a separate risk. Each risk represents a possible short and medium term impact on financial performance.</p>	<p>The mitigation of risk is concentrated around the intelligence in building and pricing bids. As raw materials in the price of products offered represents the most significant element out of the total costing, particular focus on expected future price setting is made.</p>
<p>Inventory</p> <p>In line with our contractual terms, Missionpharma procures and holds stock that is not subject to a firm buying commitment from customers.</p>	<p>The inventory is partially composed of expiry products, and may impact earnings as a result of slow-moving that would lead to product destruction.</p>	<p>Missionpharma defined an inventory exposure policy, aiming to secure that inventory is built up according to sale perspectives. Product re-salability is assessed on a regular basis to define and implement structured liquidation action plans.</p> <p>A comprehensive inventory provision methodology has been implemented to secure that financial risk would be reflected and hence mitigated.</p>

Risk management - description

RISK DESCRIPTION	POSSIBLE IMPACT	RISK MITIGATION
Customer and market exposure		
<p>A significant customer segment is public entities located within the main markets of Missionpharma, being African countries. A larger number of these customers and markets are subject to volatile economic and political conditions under both national as well as international influence.</p> <p>See remarks regarding COVID-19 on first page of the Risk section.</p>	<p>The ability to predict short and long term financial performance on revenue, earning and cash flow is affected by:</p> <ul style="list-style-type: none"> • Possible changes in customers overall environment which impacts purchase pattern, value and timing of inquiries. • Predicted or unpredicted changes in assumptions for contract realization. • Delays and defaults in customer payments. 	<p>Throughout both bidding and contract realization periods, maximum focus is maintained upon changes that possibly could represent a risk. Possible means of intervention are carefully considered.</p> <p>No appropriate insurance possibilities are available. Internal processes secure proper and transparent risk exposures.</p> <p>Probability of customer and market exposure has decreased, as we continue to diversify across other segments than the Public segment.</p>
Customer credits		
<p>In line with contractual terms Missionpharma grants credits to customers.</p>	<p>Defaulted payments from customers have a short term impact on cash flow and possibly earnings through increased provision for losses. Defaulted payments have a medium and long term impact on revenue, earnings and cash flow as participation in new tenders is limited with such customers in default.</p>	<p>The Missionpharma credit policy prescribes a comprehensive evaluation of any credit granted. Credit policies are implemented to guide and control when credit is granted to a customer. Ongoing monitoring and dunning procedures play an important part of daily operations.</p> <p>No appropriate insurance possibilities are available.</p>
Exchange rates		
<p>With a globalized business Missionpharma is throughout its operations exposed to foreign exchange rates. Exposure is primarily towards US Dollar (USD) vs. the reporting currency in Danish Kroner (DKK). Therefore, Missionpharma is mainly exposed to a USD decrease versus DKK.</p>	<p>The ability to predict financial performance on revenue, earning and cash flow is affected by fluctuation in USD exchange rate both short and long term.</p> <p>Considering the historically high level of USD currency, the likelihood of a USD decreasing trend could negatively impact Missionpharma, hence supporting our risk probability.</p>	<p>In accordance with policies Missionpharma hedges major flows in USD exposures through forward contracts. Hedging policy includes invoiced flows whereas flows related to orders and bids are not included. Missionpharma is not engaged in currency speculation.</p>

Risk management - description

Sustainability

Our aim is to identify and mitigate sustainability risks as early as possible in order to reduce their likelihood and impact. With reference to the risk matrix presented on page 33, Missionpharma considers the risks associated with sustainability to be low in terms of probability but with a moderate financial impact.

The main reason for the low probability is that Missionpharma works actively to identify, prevent and mitigate the adverse impacts and risks associated with our sustainability commitments. However, breach of business ethics, misbehavior or inadequate performance, represent a risk with a possible moderate/high financial impact. Some can materialize within short time, whereas others could emerge more gradually.

Such circumstances may affect our possibility to respond to customer inquiries or to be awarded future contracts, which may consequently affect our financial performance.

By improving and ensuring high standards, clear processes and training throughout operations, maximum focus is secured on our performance. Internal control, compliance and vetting measures, including our sustainability commitments, all lead to minimization of risks.

The COVID-19 pandemic represents a risk not only on our operations but also on our sustainability commitments, why we continuously focus on mitigating an eventual impact.



HUMAN RIGHTS

KEY RISKS

1. Infringement of human rights in our supply chain
2. Manufacturers' use of child labour

RISK MITIGATION

1. Increase assessment of manufacturers and partners towards obtaining a higher level of control of their protection of human rights
2. Emphasize a zero tolerance against the use of child labour and incorporate assessment of use of child labour as an integrated part of our Good Manufacturing Practice (GMP) audits.



LABOUR

KEY RISKS

1. Inability to attract skilled employees coupled with a high employee turnover
2. Lack of diversity in management teams

RISK MITIGATION

1. Keep constant attention towards our goal of remaining an attractive employer. Continue our work with the results and comments received in connection with global engagement surveys
2. Continuously strive towards a more balanced gender composition in our management teams.



ENVIRONMENT

KEY RISKS

1. Possibility to influence manufacturers' environmental impact during pharmaceutical production
2. Inability to influence customers' transportation preferences
3. Inability to meet own environmental targets

RISK MITIGATION

1. Continuous risk assessment of consequences of influencing manufacturers' environmental policies
2. Continuously plan for the most environmentally effective mode of transportation in own operations as well as influence customers' transportation preferences in favour of environmentally friendly solutions
3. As our environmental targets are also a part of our Communication on Progress (COP) targets, we closely monitor progress and implement corrective actions in due time.



ANTI-CORRUPTION

KEY RISKS

1. Breach of our Global Code of Conduct & Ethics
2. Insufficient training of employees, agents and partners in Missionpharma anti-corruption policies with big negative impact

RISK MITIGATION

1. Monitoring potential risks through defined due diligence processes and whistleblower scheme
2. Implement digital compliance training tools to improve training management, consistency and measurability.



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Reports

Statement by the Executive Board and Board of Directors

The Board of Directors and the Executive Board have today discussed and approved the annual report of Missionpharma Group ApS for the financial year 1 April 2021 - 31 March 2022.

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

It is our opinion that the financial statements and the consolidated financial statements give a true and fair view of the financial position at 31 March 2022 of the Company and the Group and of the results of the Company and the Group's operations and Group's cash flow for the financial year 1 April 2021 – 31 March 2022.

Further, in our opinion, the Management's review gives a fair review of the development in the Group's and the Company's operations and financial matters, the results for the year and the Group's and the Company's financial position.

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

Lynge, 23 June 2022

Executive Board

Christian Monrad Overgaard
CEO

Alexandre Pierre Jean Vialatte
CFO

Board of Directors

Jean-Marc Pierre René Leccia
Chairman

Kim Erik Ginnerup

Eric Pierre Jean Muris

Aymeric Erouart

Patricia Hec

Independent auditor's report

To the Shareholder of Missionpharma Group ApS

OPINION

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at 31 March 2022 and of the results of the Group's and the Parent Company's operations as well as the consolidated cash flows for the financial year 1 April 2021 - 31 March 2022 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of Missionpharma Group ApS for the financial year 1 April 2021 - 31 March 2022, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for both the Group and the Parent Company as well as the consolidated statements of cash flows ("the Financial Statements").

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

STATEMENT ON MANAGEMENT'S REVIEW

Management is responsible for Management's Review.

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

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

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

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

MANAGEMENT'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of 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 financial statements that are free from material misstatement, whether due to fraud or error.

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that 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.

Independent auditor's report

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

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

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

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

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

Copenhagen, 23 June 2022

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab
CVR-nr. 33 77 12 31

Rasmus Friis Jørgensen
State Authorised Public Accountant
mne28705

Henrik Ødegaard
State Authorised Public Accountant
mne31489



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Accounts

Income statement

DKK'000	Note	CONSOLIDATED		PARENT COMPANY	
		2021/22	2020/21	2021/22	2020/21
Revenue		682.481	726.927	0	0
Goods for resale and consumables		-384.918	-429.909	0	0
Other external expenses		-164.059	-114.782	-51	-66
Gross profit		133.504	182.236	-51	-66
Staff costs	1	-55.640	-57.652	0	0
Depreciation of property, plant, equipment and IT development costs	2	-8.844	-9.120	0	0
Operating profit		69.020	115.464	-51	-66
Income from investments in subsidiaries	3	0	0	52.509	78.148
Financial Income	4	1.499	1.334	1	0
Financial expenses	5	-1.231	-14.883	-34	-12
Profit before tax		69.288	101.915	52.425	78.070
Tax on profit	6	-16.983	-23.847	-113	-29
Profit for the year	7	52.305	78.068	52.312	78.041

Balance sheet - Assets

31 MARCH

DKK'000	Note	CONSOLIDATED		PARENT COMPANY	
		2022	2021	2022	2021
ASSETS					
Goodwill	8	1.868	8.273	0	0
Land and property	9	24.290	25.493	0	0
Plant and equipment	9	2.398	2.403	0	0
Investments in subsidiaries	3	0	0	321.233	346.282
Other investments	10	19.549	19.170	0	0
Non-current assets		48.105	55.339	321.233	346.282
Goods for resale		98.947	97.921	0	0
Trade receivables		55.272	148.476	0	0
Receivables group companies		162.299	95.711	0	229
Other receivables	11	35.174	15.574	0	0
Tax receivables		11.007	1.091	7.816	0
Accrued expenses		991	3.561	0	0
Cash and bank		30.433	37.209	0	2.427
Current assets		394.123	399.543	7.816	2.656
TOTAL ASSETS		442.228	454.882	329.049	348.938

Balance sheet - Liabilities and shareholder's equity

31 MARCH

DKK'000	Note	CONSOLIDATED		PARENT COMPANY	
		2022	2021	2022	2021
LIABILITIES AND SHAREHOLDER'S EQUITY					
Share capital		125	125	125	125
Reserve for exchange adjustments		-944	-1.386	442	0
Net revaluation (equity method)		0	0	118.531	144.022
Retained earnings		233.753	271.441	113.836	126.033
Proposed dividends		90.000	78.000	90.000	78.000
Equity attributable to shareholders in Missionpharma Group ApS		322.934	348.180	322.934	348.180
Minority interests		316	251	0	0
TOTAL EQUITY		323.250	348.431	322.934	348.180
Deferred tax	12	1.349	2.874	0	0
Non-current liabilities		1.349	2.874	0	0
Other credit institutions		0	76	0	0
Prepayments received from customers		33.921	19.686	0	0
Trade payables		55.982	57.557	0	0
Payables to group companies		0	0	6.064	33
Other payables		27.726	25.697	51	60
Tax liability		0	561	0	665
Current liabilities		117.629	103.577	6.115	758
TOTAL LIABILITIES		118.978	106.451	6.115	758
LIABILITIES AND SHAREHOLDER'S EQUITY		442.228	454.882	329.049	348.938
Auditors' fees				Note 15	
Contingent assets and liabilities and other financial obligations				Note 16	
Related parties				Note 16	

Statement of changes in equity

PARENT COMPANY

DKK'000	Share capital	Reserve for exchange adjustments	Net re-valuation equity method	Retained earnings	Proposed dividends	Total
Equity at 1 April	125	0	144.022	126.033	78.000	348.180
Dividends paid/received	0	0	0	0	-78.000	-78.000
Exchange adjustment	0	442	0	0	0	442
Profit for the year	0	0	-25.491	-12.197	90.000	52.312
Equity at 31 March	125	442	118.531	113.836	90.000	322.934

CONSOLIDATED

DKK'000	Share capital	Reserve for exchange adjustments	Retained earnings	Proposed dividends	Minority interests	Total
Equity at 1 April	125	-1.386	271.441	78.000	251	348.431
Dividends paid/received	0	0	0	-78.000	0	-78.000
Exchange adjustment	0	442	0	0	72	514
Profit for the year	0	0	-37.688	90.000	-7	52.305
Equity at 31 March	125	-944	233.753	90.000	316	323.250

§ ACCOUNTING POLICIES

Proposed dividends are recognized as a liability at the date when they are adopted at the annual general meeting (declaration date). The expected dividend payment for the year is disclosed as a separate item under equity.

NOTE

Share capital is divided into 125 shares each DKK 1,000. No shares have separate privileges.

Cash flow statement

DKK'000	Note	CONSOLIDATED	
		2021/22	2020/21
Profit for the year		52.305	78.068
Changes of non-cash operating items	13	25.908	46.625
Cash flow from operations before changes in working capital		78.213	124.693
Changes in working capital	14	89.834	-5.902
Cash generated from operations (operating activities)		168.047	118.791
Financial income received		1.119	1.334
Financial expense paid		-716	-14.216
Cash flow from operations before tax		168.450	105.909
Corporation tax paid		-28.985	-19.698
Cash flow from operating activities		139.465	86.211
Additions of property, plant and equipment	9	-1.188	-806
Disposals of property, plant and equipment	9	15	254
Cash flow from investing activities		-1.173	-552
Change other credit institutions		-76	7
Deposit with group companies		-66.992	-89.284
Dividend distributed		-78.000	-13.500
Cash flow from financing activities		-145.068	-102.777
Net cash flow from operating, investing and financing activities		-6.776	-17.118
Cash and cash equivalents at 1 April		37.209	54.327
Cash and cash equivalents at 31 March		30.433	37.209

§ ACCOUNTING POLICIES

Cash flows from operating activities are calculated as the Group's share of the profit/loss adjusted for non-cash operating items, changes in working capital and corporation tax paid.

Cash flows from investing activities comprise payments in connection with acquisitions and disposals of enterprises and activities and of intangible assets, property, plant and equipment and investments.

Cash flows from financing activities comprise changes in the size or composition of the Group'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 comprise cash and short-term marketable securities with a term of three months or less which are subject to an insignificant risk of changes in value.

Notes to the annual report

1 Staff costs

DKK'000

Wages and salaries
Pension costs
Other social security costs
Other staff costs

Salaries and fees paid to the Executive Board
The Board of Directors did not receive any remuneration

Number of employees

CONSOLIDATED

	2021/22	2020/21
	50,182	52,566
	3,698	3,825
	430	368
	1,330	893
	55,640	57,652
	7,740	6,535
	142	150

2 Depreciation of property, plant, equipment, goodwill, and IT development costs

DKK'000

Property, plant and equipment
Goodwill and IT development costs
Carrying amount at 31 March

CONSOLIDATED

	2021/22	2020/21
	2.439	2.410
	6.405	6.710
	8.844	9.120

See notes 8 and 9 for further specification of assets

§ ACCOUNTING POLICIES

Staff costs comprise wages and salaries, inclusive holiday allowances, pensions and other expenses related to social contributions.

Notes to the annual report

3 Investments in subsidiaries

DKK'000

Cost at 1 April

Disposal by merge with MP Group

Cost at 31 March

Adjustments at 1 April

Adjustment by merge with MP Group

Foreign exchange rate adjustment

Share of equity transactions

Share of profit for the year

Dividend distributed

Adjustments at 31 March

Carrying amount at 31 March

Specification of the company's share of the profit or loss for the year

Share of profit for the year

Amortization of goodwill

Adjustments at 31 March

Specification of the carrying amount at 31 March

Share of the equity in group entities

Goodwill

Carrying amount at 31 March

PARENT COMPANY

	2021/22	2020/21
Cost at 1 April	202.260	202.532
Disposal by merge with MP Group	0	-272
Cost at 31 March	202.260	202.260
Adjustments at 1 April	144.022	82.535
Adjustment by merge with MP Group	0	-2.038
Foreign exchange rate adjustment	442	-1.386
Share of equity transactions	0	263
Share of profit for the year	52.509	78.148
Dividend distributed	-78.000	-13.500
Adjustments at 31 March	118.973	144.022
Carrying amount at 31 March	321.233	346.282
Specification of the company's share of the profit or loss for the year		
Share of profit for the year	58.914	84.552
Amortization of goodwill	-6.405	-6.404
Adjustments at 31 March	52.509	78.148
Specification of the carrying amount at 31 March		
Share of the equity in group entities	319.365	338.009
Goodwill	1.868	8.273
Carrying amount at 31 March	321.233	346.282

Name	Registered office	Ownership
Missionpharma A/S	Lyngø, Denmark	100 %
GIN INVEST I ApS	Lyngø, Denmark	100 %
PharmaDanica A/S	Lyngø, Denmark	100 %
Missionpharma Logistics India Pvt. Ltd.	Ahmedabad, India	100 %
Mifamed Medical Ltd.	Ahmedabad, India	100 %
Missionpharma Zambia Ltd.	Lusaka, Zambia	80 %

§ ACCOUNTING POLICIES

The proportionate share of the results after tax of the individual subsidiaries is recognized in the income statement of the parent company after full elimination of intra-group profits/losses.

Investments in subsidiaries in the parent company are measured using the equity method. Investments in subsidiaries are measured at the proportionate share of the entities' net asset values calculated in accordance with the Group's accounting policies minus or plus unrealized intra-group profits and losses and plus or minus any residual value of positive or negative goodwill determined in accordance with the acquisition method.

Investments in subsidiaries with negative net asset values are measured at DKK 0 (nil), and any amounts owed by such enterprises are written down if the amount owed is irrecoverable. If the parent company has a legal or constructive obligation to cover a deficit that exceeds the amount owed, the remaining amount is recognized under provisions.

Net revaluation of investments in subsidiaries is recognized in the reserve for net revaluation in equity under the equity method to the extent that the carrying amount exceeds cost.

Notes to the annual report

4 Financial income

DKK'000

Other interest receivables, exchange gains and similar income
Interest receivables, group entities
Revaluation of other investments

	CONSOLIDATED		PARENT COMPANY	
	2021/22	2020/21	2021/22	2020/21
	913	1.293	1	0
	206	41	0	0
	380	0	0	0
	1.499	1.334	1	0

5 Financial expenses

DKK'000

Other interest payable, exchange losses and similar expenses
Revaluation of other investments

	CONSOLIDATED		PARENT COMPANY	
	2021/22	2020/21	2021/22	2020/21
	1.231	14.076	34	12
	0	807	0	0
	1.231	14.883	34	12

6 Tax on the profit for the year

DKK'000

Current tax for the year
Change in provision for deferred tax
Prior year adjustments

	CONSOLIDATED		PARENT COMPANY	
	2021/22	2020/21	2021/22	2020/21
	18.382	24.375	-13	-17
	-1.525	-248	0	0
	126	-280	126	46
	16.983	23.847	113	29

§ ACCOUNTING POLICIES

Financial income and expenses that relate to the reporting period are recognized in the income statement.

Net financials include interest income and expenses, realized and unrealized capital and exchange gains and losses on securities and foreign currency transactions, amortization of mortgage loans and surcharges and allowances under the advance-payment-of-tax- scheme, etc. Shares are valued at market price.

Tax on profit/loss for the year comprises current tax, joint taxation contributions for the year and changes in deferred tax for the year. The tax expense relating to the profit/loss for the year is recognized in the income statement, and the tax expense relating to amounts directly recognized in equity is recognized directly in equity.

The parent company is covered by the Danish rules on compulsory joint taxation of the Missionpharma Group's Danish subsidiaries. Subsidiaries form part of the joint taxation from the date on which they are included in the consolidation of the consolidated financial statements and up to the date on which they exit the consolidation.

The parent company is the administrative company for the joint taxation and consequently settles all corporation tax payments with the tax authorities.

The current Danish corporation tax is allocated by settlement of joint taxation contribution between the jointly taxed companies in proportion to their taxable income. In this relation, companies with tax loss carryforwards receive joint taxation contribution from companies that have used these losses to reduce their own taxable profits.

Notes to the annual report

7 Proposed profit appropriation

DKK'000	CONSOLIDATED		PARENT COMPANY	
	2021/22	2020/21	2021/22	2020/21
Proposed dividends	90.000	78.000	90.000	78.000
Reserve for net revaluation equity method	0	0	-25.491	62.610
Retained earnings	-37.688	41	-12.197	-62.569
Minority interests	-7	27	0	0
	52.305	78.068	52.312	78.041

8 Intangible assets

DKK'000	CONSOLIDATED		
	Goodwill	IT dev. costs	Total
Cost at 1 April	78.940	5.500	84.440
Cost at 31 March	78.940	5.500	84.440
Impairment losses and depreciation at 1 April	70.667	5.500	76.167
Amortization during the year	6.405	0	6.405
Impairment losses and amortization at 31 March	77.072	5.500	82.572
Carrying amount at 31 March	1.868	0	1.868

§ ACCOUNTING POLICIES

Goodwill is amortized over its estimated useful life determined on the basis of Management's experience of the specific business areas. Goodwill is amortized on a straight-line basis over an amortization period of 10 years.

Goodwill is tested for impairment whenever there is an indication that it might be impaired. The impairment test is performed for the activity or business area to which the goodwill relates. Goodwill is written down to the higher of the value in use and the net selling price for the activity or the business to which the goodwill relates.

IT development costs consist of costs from IT-suppliers for IT projects which are in progress. In the balance, development costs are measured at cost less accumulated depreciation and write-downs. From project completion, development costs are amortized using the straight-line method, typically over 3-5 years.

Notes to the annual report

9 Property, plant and equipment

DKK'000	CONSOLIDATED		
	Land and property	Plant and equipment	Total
Cost at 1 April	39.185	14.538	53.723
Foreign exchange rate adjustment	75	-690	-615
Additions during the year	267	921	1.188
Disposals during the year	0	-432	-432
Cost at 31 March	39.527	14.337	53.864
Revaluation at 1 April	13.378	0	13.378
Revaluation at 31 March	13.378	0	13.378
Impairment losses and depreciation 1 April	27.070	12.135	39.205
Foreign exchange rate adjustment	-342	-316	-658
Disposals during the year	0	-432	-432
Depreciation during the year	1.887	552	2.439
Impairment losses and depreciation at 31 March	28.615	11.939	40.554
Carrying amount at 31 March	24.290	2.398	26.688
Amount at 31 March without revaluation	10.912	2.398	13.310

§ ACCOUNTING POLICIES

Property, plant and equipment include land and property as well as plant and equipment. Property, land and equipment are measured at cost price, less accumulated depreciation, and write-downs.

Cost comprises purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use.

Land and property are valued at purchase price. Revaluations and reversals hereof, less deferred tax, are taken directly to equity.

Property, plant, and equipment are tested for impairment whenever there is an indication that an asset might be impaired. The impairment test is performed for each individual asset or group of assets, respectively. The assets are written down to the higher of the value in use and the net selling price of the asset or group of assets (recoverable amount) if it is lower than the carrying amount.

Property, plant, and equipment are depreciated using the straight-line method, based on the cost measured by reference to the below assessment of the useful lives and residual values of the assets.

Property:	25 years
IT equipment:	3-5 years
Plant and equipment:	5 years

Gains and losses on the disposal of property, plant, and equipment 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 recognized in the income statement under "amortization/depreciation".

Residual values of the company's material assets are reviewed annually.

Notes to the annual report

10 Other investments

DKK'000

Shares in non-group company

CONSOLIDATED

2021/22	2020/21
19.549	19.170

11 Other receivables

DKK'000

Other receivables, due, within 1 year

Other receivables, due, within 1 year and 5 years

CONSOLIDATED

2021/22	2020/21
35,174	15,574
0	0
35,174	15,574

12 Deferred tax provisions

DKK'000

Provision for deferred tax at 1 January

Provisions during the year

CONSOLIDATED

2021/22	2020/21
2,874	3,122
-1,525	-248
1,349	2,874

§ ACCOUNTING POLICIES

Deferred tax is measured using the balance sheet liability method on all temporary differences between the carrying amount and the tax value of assets and liabilities. However, deferred tax is not recognized on temporary differences relating to goodwill which is not deductible for tax purposes and on office premises and other items where temporary differences, apart from business combinations, arise at the date of acquisition without affecting either profit/loss for the year or taxable income. Where different tax rules can be applied to determine the tax base, deferred tax is measured based on Management's planned use of the asset or settlement of the liability, respectively.

Deferred tax assets, including the tax value of tax loss carryforwards, are recognized at the expected value of their utilization; either as a set-off against tax on future income or as a setoff against deferred tax liabilities in the same legal tax entity and jurisdiction.

Notes to the annual report

13 Changes of non-cash operating items, cash flow statement

DKK'000

Amortization/depreciation
 Net gain on sale of fixed assets
 Financial income
 Financial expenses
 Tax for the year
 Provision and other non-cash operating items, net

CONSOLIDATED	
2021/22	2020/21
8.844	9.120
-15	-51
-1.499	-1.334
1.231	14.883
16.983	23.847
364	160
25.908	46.625

14 Changes in working capital, cash flow statement

DKK'000

Change in goods of resale
 Change in trade receivables
 Change in other receivables
 Change in trade payables
 Change in other payables
 Change in prepayments received from customers

CONSOLIDATED	
2021/22	2020/21
-1.026	-20.418
93.204	27.355
-17.031	3.370
-1.575	-6.870
2.028	7.696
14.234	-17.035
89.834	-5.902

15 Auditors' fees

DKK'000

Fee for statutory audit
 Tax assistance
 Fee for non-audit services

CONSOLIDATED	
2021/22	2020/21
264	270
10	10
1	1
275	281

Notes to the annual report

16 Contingent liabilities and other financial obligations

GROUP

The Group has not assumed any guarantee obligations except for the guarantees issued in connection with operations for a total amount of DKK 50.1 million.

The subsidiary Missionpharma Logistics Pvt. Ltd. is currently involved in a transfer pricing dispute with the Indian tax authorities for more income years. Missionpharma is confident about a positive outcome of the dispute even if it still represents an uncertainty.

GUARANTEES

The Group companies (Missionpharma Group ApS, Missionpharma A/S and PharmaDanica A/S) are jointly liable for a total credit and facility line of DKK 136.6 million.

Rental commitments for land and buildings amount to DKK 7.6 million.

17 Related parties

The Company's ultimate Parent Company at 31 March 2022 that prepares Group Annual Report in which the Company is included as a subsidiary is Toyota Tsusho Corporation, Japan. The Group Annual Report can be obtained at the following address:

Toyota Tsusho Corporation
9-8 Meieki 4-chome, Nakamura-ku
Nagoya 450-8575
Japan



Accounting policies

Accounting policies not already covered in the report.

GENERAL ACCOUNTING POLICIES

The annual report of Missionpharma Group ApS for the year 2021/22 has been prepared in accordance with the provisions applying to reporting class large C enterprises under the Danish Financial Statements Act.

The accounting policies used in the preparation of the consolidated financial statements and the parent company financial statements are consistent with those of last year.

REPORTING CURRENCY

The financial statements are presented in Danish kroner (DKK).

CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements comprise the parent company, Missionpharma Group ApS, and subsidiaries in which Missionpharma Group ApS directly or indirectly holds more than 50% of the voting rights or which it, in some other way, controls.

The consolidated entities' financial statements are prepared in accordance with the accounting policies applied by the parent. On consolidation, intra-group income and expenses, shareholdings, intra-group balances and dividends, and realized and unrealized gains and losses on intra-group transactions are eliminated.

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

FOREIGN CURRENCY TRANSLATION

On initial recognition, transactions denominated in foreign currencies are translated at the exchange rates at the transaction date.

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 at the date at which the receivable or payable arose or was recognized in the latest financial statements is recognized in the income statement as financial income or financial expenses.

Foreign subsidiaries and associates are considered separate entities. The income statements are translated at the average exchange rates for the month, and the balance sheet items are translated at the exchange rates at the balance sheet date. Foreign exchange differences arising on translation of the opening equity of foreign subsidiaries at the exchange rates at the balance sheet date and on translation of the income statements from average exchange rates to the exchange rates at the balance sheet date are recognized directly in equity.

Foreign exchange adjustments of intra-group balances with independent foreign subsidiaries which are considered part of the investment in the subsidiary are recognized directly in equity. Foreign exchange gains

and losses on loans and derivative financial instruments designated as hedges of foreign subsidiaries are also recognized directly in equity.

DERIVATIVES

Derivative financial instruments are initially recognized on the balance sheet at cost and subsequently measured at fair value. Positive and negative fair values of derivative financial instruments are recognized as other receivables and other payables, respectively.

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

Changes in fair value of derivative financial instruments designated as or qualifying for recognition as a hedge of future transactions are recognized as other receivables or other payables and in equity until the realization of the hedged transaction. If the future transaction results in the recognition of assets or liabilities, amounts which were previously recognized in equity are transferred to the cost of the asset or liability. If the future transaction results in income or costs, amounts which were previously recognized in equity are transferred to the income statement for the period when the hedged item affects the income statement.

Accounting policies

INCOME STATEMENT

REVENUE

Income from the sale of goods held for sale and finished goods is recognized in the income statement when delivery and transfer of risk to the buyer have taken place and provided that the income can be reliably measured and is expected to be received.

Revenue is measured at fair value of the agreed consideration ex. VAT and taxes charged on behalf of third parties. All discounts granted are recognized in revenue.

In pursuance of section 96(1) of the Danish Financial Statement Act, a geographical and activity breakdown of revenue is not disclosed for competitive reasons.

GOODS FOR RESALE AND CONSUMABLES

Goods for resale and consumables include cost of goods sold, provision/actual loss on stock depreciation.

OTHER EXTERNAL EXPENSES

Other external expenses include expenses related to distribution, sale, advertising, administration, premises, bad debts, lease payments under operating leases, etc.

BALANCE SHEET

INVENTORIES

Inventories are measured at cost in accordance with the FIFO method. Where the net realizable value is lower than cost, inventories are written down to this lower value.

RECEIVABLES

Receivables are measured at amortized cost.

Write-down is made for bad debt losses where there is an objective indication that a receivable or a receivable portfolio has been impaired.

PREPAYMENTS

Prepayments comprise costs incurred concerning subsequent financial years.

CORPORATION TAX

Current tax payable and receivable are recognized in the balance sheet as tax computed on the taxable income for the year, adjusted for tax on the taxable income of prior years and for tax paid on account. Joint taxation contribution payable and receivable is recognized in the balance sheet as "Corporation tax receivable" or "Corporation tax payable".

FINANCIAL LIABILITIES

Financial liabilities are recognized on the raising of the loan at the proceeds received net of transactions transaction costs incurred. Interest-bearing debt is subsequently measured at amortized cost, using the effective interest rate method.

OTHER PAYABLES

Other liabilities are measured at net realizable value.

Definition of financial ratios

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

Operating margin (EBIT margin)	$\frac{\text{Operating profit} \times 100}{\text{Revenue}}$
Return on assets	$\frac{\text{Operating profit} \times 100}{\text{Average total assets}}$
Equity ratio	$\frac{\text{Equity} \times 100}{\text{Total assets}}$
Return on equity	$\frac{\text{Profit for the year} \times 100}{\text{Average equity}}$
Liquidity ratio	$\frac{\text{Current assets}}{\text{Current liabilities}}$





Appendices

Appendix 1

Financial highlights USD

USD'000	2021/22	2020/21	2019/20	2018/19	2018 (3 months)
KEY FIGURES					
Average DKK/100 USD rate (P&L)	640,74	639,54	672,68	642,33	607,22
Closing DKK/100 USD rate (balance sheet)	670,02	634,31	681,15	664,46	601,01
Revenue	106.515	113.664	116.006	117.847	25.059
Gross profit	20.836	28.495	14.746	18.773	4.580
Operating profit (EBIT)	10.772	18.054	4.733	7.854	1.543
Net financials	42	-2.119	-1.099	-984	-992
Profit of the year	8.163	12.207	2.517	5.124	335
Total assets	66.002	71.713	59.839	63.944	76.514
Equity	48.245	54.931	41.849	44.721	53.177
Investments in the year	185	126	366	445	482
Number of full-time employees	142	144	169	174	166
Net cash flow for the year	-1.057	-2.677	4.865	674	-959
FINANCIAL RATIO					
Operating margin (EBIT)	10,1%	15,8%	4,1%	6,7%	6,2%
Return on assets	15,4%	26,7%	7,6%	11,4%	2,0%
Equity ratio	73,1%	76,6%	69,9%	69,9%	69,5%
Return on equity	15,6%	24,6%	5,8%	10,7%	0,6%
Liquidity ratio	3,4	3,9	2,8	2,8	2,8

Appendix 2

Financial highlights EUR

EUR'000	2021/22	2020/21	2019/20	2018/19	2018 (3 months)
KEY FIGURES					
Average DKK/100 EUR rate (P&L)	743,76	744,64	746,73	745,69	744,62
Closing DKK/100 EUR rate (balance sheet)	743,79	743,73	746,74	746,52	745,13
Revenue	91.761	97.621	104.502	101.513	20.435
Gross profit	17.950	24.473	13.284	16.171	3.735
Operating profit (EBIT)	9.280	15.506	4.264	6.765	1.259
Net financials	36	-1.820	-990	-847	-809
Profit of the year	7.033	10.484	2.267	4.414	273
Total assets	59.456	61.162	54.583	56.915	61.715
Equity	43.460	46.849	38.173	39.805	42.891
Investments in the year	160	108	330	384	393
Number of full-time employees	142	144	169	174	166
Net cash flow for the year	-911	-2.299	4.437	581	-782
FINANCIAL RATIO					
Operating margin (EBIT)	10,1%	15,8%	4,1%	6,7%	6,2%
Return on assets	15,4%	26,7%	7,6%	11,4%	2,0%
Equity ratio	73,1%	76,6%	69,9%	69,9%	69,5%
Return on equity	15,6%	24,6%	5,8%	10,7%	0,6%
Liquidity ratio	3,4	3,9	2,8	2,8	2,8