

ESG-Report 2025



Hansen & Søn A/S - Tricolore



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Disclosure Points in the Basic Module

General Information		Environment data		Social disclosures	
Shall	Basis for preparation (B1) <ul style="list-style-type: none"> The undertaking's legal form NACE sector classification code(s) Size of balance sheet Turnover Number of employees Addresses and geolocation of significant assets and facilities owned, leased or managed by the undertaking Omissions of classified information Brief description of your undertaking's sustainability-related certification(s) or label(s), if applicable 	Shall	Energy consumption (B3) <ul style="list-style-type: none"> Electricity: Renewable/Non-renewable Fuels: Renewable/Non-renewable 	Shall	Workforce – General characteristics (B8) <ul style="list-style-type: none"> Type of contract Gender diversity Employment contracts in countries other than Denmark Employee turnover rate (only reported for companies with 50 or more employees)
Shall		Shall	Greenhouse Gas (GHG) emissions (B3) <ul style="list-style-type: none"> Scope 1 CO₂eq emissions Scope 2 CO₂eq emissions GHG intensity 	Shall, if applicable	
Shall		Shall		Shall, if applicable	
Shall		May	<ul style="list-style-type: none"> Scope 3 CO₂eq emissions 	Shall, if applicable	
Shall, if applicable		Shall, if applicable	Pollution of air, water and soil (B4) <ul style="list-style-type: none"> Disclosure only required if your undertaking is already required by law to report on pollutants, or if it does so voluntarily. 	Shall	Workforce – Health and safety (B9) <ul style="list-style-type: none"> Own workforce: Recordable work-related accidents Own workforce: Work-related fatalities
Shall, if applicable		Shall, if applicable	Biodiversity (B5) <ul style="list-style-type: none"> Reporting on sites located in or near biodiversity-sensitive areas 	Shall	Workforce – Remuneration, collective bargaining and training (B10) <ul style="list-style-type: none"> Information about remuneration above/below minimum wage Pay gap between male and female employees (only disclosed for companies with more than 150 employees) Percentage of employees covered by collective bargaining agreements Average number of annual training hours per employee
Shall, if applicable		May	<ul style="list-style-type: none"> Land use 	Shall, if applicable	
Shall, if applicable		Shall	Water (B6) <ul style="list-style-type: none"> Water withdrawal 	Shall	
Shall, if applicable		Shall, if applicable	<ul style="list-style-type: none"> Water consumption 	Shall	
Shall, if applicable	Practices, policies and future initiatives for transitioning towards a more sustainable economy (B2) <ul style="list-style-type: none"> If your undertaking has already put in place specific practices, policies or initiatives to support the transitioning to a more sustainable economy, please indicate this by answering YES/NO in the template 	Shall	Resource use, circular economy and waste management (B7) <ul style="list-style-type: none"> Application of circular economy principles (YES/NO). If YES: Description of how circular economy principles are applied Total annual generation of waste (hazardous/non-hazardous) Total annual waste diverted for recycling or reuse If the undertaking operates in a sector using significant material flows, the annual mass-flow of key materials shall be disclosed 	Shall	
Shall, if applicable		Shall		Shall	
Shall, if applicable		Shall		Shall	
Shall, if applicable		Shall, if applicable		Shall	
Governance disclosures					
Shall, if applicable	Governance (B11) <ul style="list-style-type: none"> Number of convictions and fines for corruption and bribery 				



Basis for preparation (B1)

This ESG report has been prepared for the company 1916 Holding ApS on a consolidated basis (i.e., the reporting includes information relating to the company and its subsidiaries) (items 21b and 21c). The subsidiaries included in this ESG statement are listed in the table below.

This ESG statement has been prepared based on the Basic Module of the voluntary SME standard.

Basic information about 1916 Holding ApS (item. 24e)	
Legal form	Private Limited Company – Ltd. (ApS in Danish)
NACE sector code(s)	494100 Road freight transport
Number of employees	158 Full-time equivalents

The ESG statement contains omissions due to confidentiality or sensitive business information. (item. 24b)	
The following disclosure items have been omitted:	<ul style="list-style-type: none"> • Total assets • Revenue

Name of subsidiary	Address of subsidiary
Hansen & Søn A/S - Tricolore	Thorsvej 8, Padborg
Hansen & Søn Ejendomme A/S	Thorsvej 8, Padborg

Our key stakeholders	
<ul style="list-style-type: none"> ★ Customers ★ Employees ★ Owners ★ Business partners 	<ul style="list-style-type: none"> ★ Suppliers ★ Local Communities ★ Nature ★ Financial partners

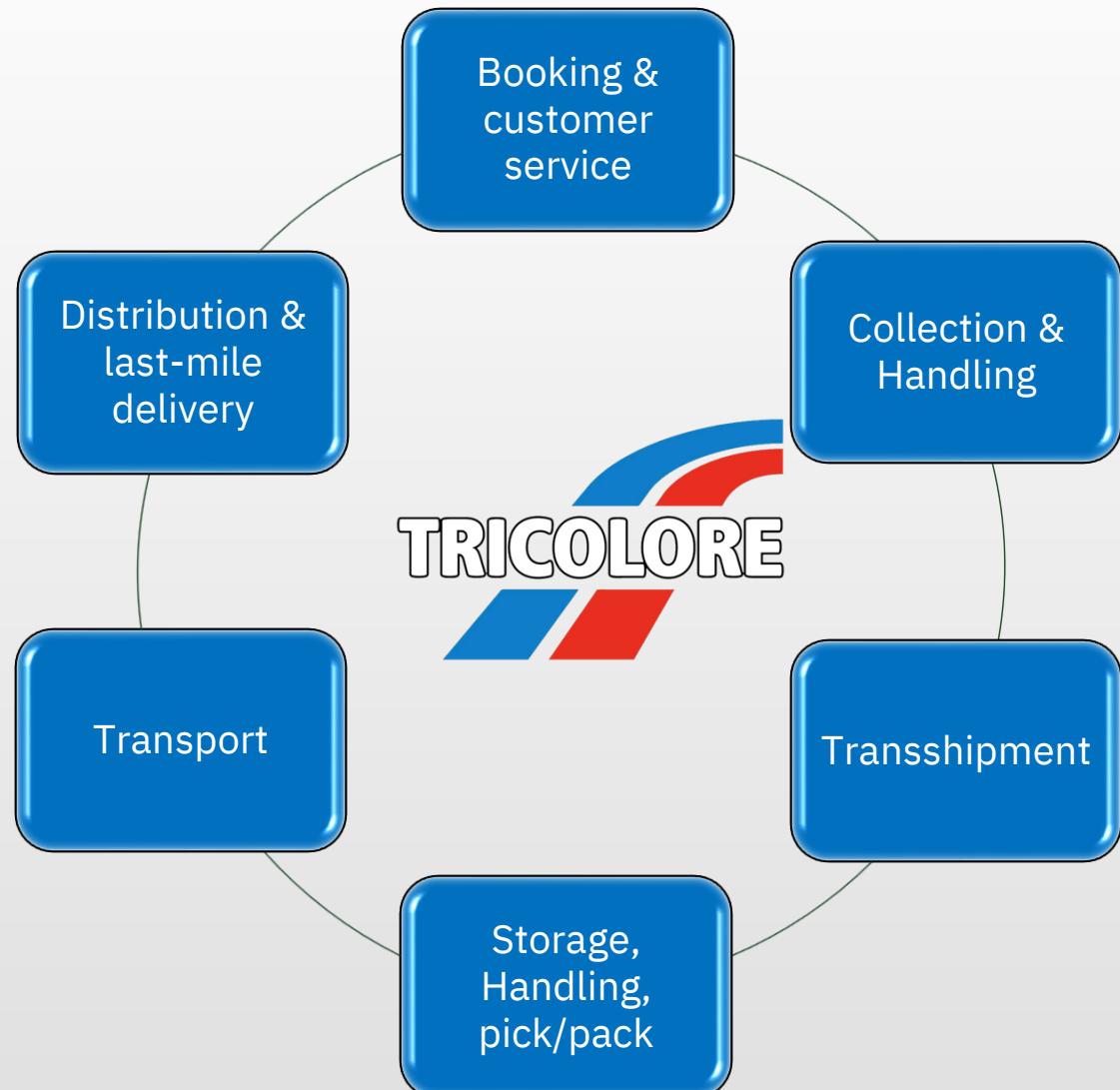


Basis for preparation (B1) - *continued*

Addresses and geolocations of significant assets and facilities owned, leased and managed by 1916 Holding ApS (item 24e, vi, vii/itim 73-76)

Site	Address	Postal Code	City	Country	Geolocation (coordinates)
Head Office & Warehouse	Thorsvej 8	6330	Padborg	Denmark	54°49'47.9"N 9°20'51.5"E
Warehouse	Thorsvej 6	6330	Padborg	Denmark	54.830065, 9.350701
Warehouse	Transitvej 1	6330	Padborg	Denmark	54.83202, 9.34881
Warehouse	Transitvej 18	6330	Padborg	Denmark	54°50'01.7"N 9°20'50.5"E
Warehouse	Industrivej 12	6330	Padborg	Denmark	54°50'01.7"N 9°20'50.5"E
Warehouse	Transitvej 6	6330	Padborg	Denmark	54.82927, 9.35451
Rental property	Lejrvejen 6	6330	Padborg	Denmark	54.83168, 9.34525
Rental property	Lejrvejen 8	6330	Padborg	Denmark	54°49'57.3"N 9°20'39.7"E
Rental property Driver facilities	Hermesvej 6	6330	Padborg	Denmark	54°49'48.7"N 9°20'31.6"E
Warehouse	Thorsvej 10	6330	Padborg	Denmark	54.83059, 9.34096
Parkering & Driver facilities	Thorsvej 12	6330	Padborg	Denmark	54°49'51.2"N 9°20'20.3"E
Leased Office premises	Kokbjerg 14	6000	Kolding	Denmark	55.53745, 9.47537
Warehouse	Grönfahrtweg 9	24955	Harrislee	Germany	54°47'56.6"N 9°22'29.2"E

Tricolore – Value proposition



The Green Transition – Foreword from the Managing Director

It is with great pride and satisfaction that I present Tricolore's ESG report for 2025. The year has been characterized by progress in our efforts to create a more responsible and energy-efficient business. We continue to build on the foundation established in previous years.

During the year, we conducted an Energy and Climate Review, which provided us with deeper insight into our energy consumption and the potential for further optimization. The results have strengthened our focus on energy management and created a basis for making strategic decisions that reduce our climate footprint and improve our operational efficiency.

We have invested in new warehouse facilities constructed with an additional 1,171 m² of solar panels on the roof, bringing the total solar panel area to 3,143 m². This investment supports our ambition to combine business development with the green transition and represents a long-term investment in the company's future sustainability.

Another important focus area in 2025 has been our drivers and business partners. We have carried out a significant expansion of our driver facilities, ensuring that drivers – particularly those from our subcontractors – now have improved opportunities for overnight stays as well as secure and appropriate storage conditions for their belongings. This is a concrete example of our values-based approach, where responsibility, proper conduct, and respect for the people in and around our company are key elements.

This report provides an open and fair presentation of our progress within ESG. To ensure transparency, maintain our responsible approach, and provide a clear insight into our sustainability efforts, we have once again chosen to prepare a voluntary ESG report.

I would like to thank our employees, customers, and business partners for their valuable contributions and commitment. Together, we continue the journey towards an even greener, more responsible, and more sustainable future.

Kind Regards
Henrik Hansen
Owner and CEO
Hansen og Søn A/S – Tricolore



Hansen & Søn A/S - Tricolore



Hansen & Søn A/S – Tricolore is a Danish, family-owned transport and logistics company with roots dating back to 1916. Today, the company is managed by the fourth generation and offers a broad range of national and international transport and logistics services.

We handle, among other things, dangerous goods, animal by-products, food products, third-country goods, organic products, and goods requiring special storage conditions. Across all activities, our work is characterized by a strong focus on precision, reliability, and personal service.

Social conditions and responsibility

At Hansen & Søn – Tricolore, employee well-being, fairness, and mutual respect are core values. In 2025, we expanded our driver facilities, providing subcontractors' drivers with improved opportunities for overnight stays and secure storage of personal belongings.

We actively work to promote an inclusive working environment with a focus on equality, diversity, and equal pay for equal work. Through our whistleblower scheme and Code of Conduct, we ensure integrity both within our own organization and in our cooperation with suppliers. Furthermore, we contribute to the local community through internships, apprenticeship programs, and flexible job arrangements, as well as by supporting local initiatives such as "Julemærkehjemmene" (a Danish organization that provides support and care for vulnerable children).

Sustainability and energy management

Sustainability is an integrated part of our operations. In 2025, we carried out an Energy and Climate Review, which strengthens our energy management and provides a clearer basis for reducing our climate footprint.

We have expanded our warehouse facilities, which – like our other buildings – are equipped with solar panels and thereby contribute to our own production of green electricity. Our fleet consists of modern Euro 6 tractor units, and through our TMS system we optimize outbound logistics and reduce driven kilometres. In addition, we offer CO₂ calculations per shipment as well as HVO as a supplementary fuel option.

Although we are not subject to the CSRD and therefore not required to work in accordance with the ESRS standards, we continue to prepare this ESG report on a voluntary basis to ensure transparency and to document our efforts.



Tricolore i tal – 2025:



3.143 m² solar panels
on the warehouse
buildings



158 employees



110.000 m²
warehouse



380 own Tricolore
trailers and 260
trucking-units



80.000 pallets in the
warehouse



310.000 pick in the
Logistics Warehouse



39.200 import and
export loads in
Europa



90.000 shipments
with in Europa i 2025



98,5 % Delivery
on time

Materiality

The EU's sustainability reporting framework divides the ESG agenda into three main areas: **(E)**

Environmental, (S) Social, and (G) Governance, each with associated sub-categories. The framework provides a structured basis for assessing where a company's activities have the greatest impact, as well as where significant risks and opportunities may arise.

Although Tricolore is not subject to the Corporate Sustainability Reporting Directive (CSRD) and is therefore not required to report in accordance with the ESRS, we nevertheless apply the ESRS structure as a voluntary reference framework. This ensures a systematic, transparent, and comparable approach to our sustainability efforts.

Based on our business model and value proposition, we have assessed which ESG areas are most relevant for Tricolore. The overview outlines the focus areas selected for reporting in 2025, together with the overall rationale for their inclusion.



AREAS	ASSESSMENT
Climate and Environmental <ul style="list-style-type: none"> ✓ E1: Climate change ✓ E2: Pollution ✓ E3: Water and Marine resources ✓ E4: Biodiversity og ecosystems ✓ E5: Ressources, consumption and circular economy 	<p>In the ESG report for 2025, we have chosen to focus on climate and environmental impacts. As a transport and logistics company, our activities have a significant climate footprint, primarily related to the consumption of fossil fuels for transportation. On this basis, we assess E1 Climate Change as the most material environmental topic for Tricolore.</p> <p>The remaining environmental topics (E2-E5) are assessed as currently not material for Tricolore. However, they are still included in our ongoing assessments and initiatives where relevant.</p>
Social <ul style="list-style-type: none"> ✓ S1: Own workforce ✓ S2: Employees in the value chain ✓ S3: Affected local Communities ✓ S4: Consumers and end users 	<p>For 2025, we have chosen to report broadly across the social topics (S1-S4). Employees – both our own workforce and workers within our value chain – are key resources, and therefore we focus on working conditions, well-being, and responsible conduct.</p> <p>In addition, we focus on our impact on local communities and on the responsible handling of goods throughout the entire supply chain. Overall, social matters are assessed as material for Tricolore.</p>
Corporate Governance <ul style="list-style-type: none"> ✓ G1: Business conduct 	<p>Good corporate governance is a fundamental requirement for Tricolore's business. In the ESG report for 2025, we have chosen to limit reporting within G1 Business Conduct to matters related to corruption and bribery.</p> <p>We therefore report on any convictions and fines related to corruption and bribery and continuously work to prevent unethical business conduct. Through our Code of Conduct and whistleblower scheme, we have established clear frameworks for responsible behavior and for reporting potential misconduct.</p>

Tricolore's Commitment to a Greener Future

At Tricolore, we work purposefully to reduce our climate footprint and contribute to a more sustainable transport and logistics industry. We are aware of the transport sector's significant contribution to overall CO₂ emissions and acknowledge that the transition to fully CO₂-neutral transport still involves technological and infrastructural challenges. Therefore, we focus on realistic and measurable initiatives that can be implemented today.

We continuously work with energy efficiency, digitalization, and operational optimization, while maintaining close dialogue with suppliers, customers, and industry organizations on the development of more sustainable solutions.



Energy and Buildings

- 3.143 m² of solar panels installed on warehouse buildings supply electricity to both warehouse operations and administration.
- All locations are heated and cooled using heat pumps instead of natural gas.
- Warehouses and offices have been upgraded with LED lighting and motion sensors.
- All warehouse trucks are electric and powered by lithium-ion batteries.
- Warehouse buildings are highly insulated, reducing energy consumption for temperature regulation.

Operational Efficiency and Resource Use

- Digitalization and the use of a Transport Management System (TMS) ensure optimized planning and reduced paper consumption.
- Route optimization and high load utilization reduce driven kilometers.
- Plastic and packaging consumption is minimized through optimized solutions and the use of recycled materials.
- Waste is sorted and recycled at all locations.

Transport and Equipment

- Trucks comply with the highest Euro emission standards and utilize fuel-efficient technology.
- Fuel consumption is continuously monitored and analyzed
- Retreaded tyres are used on trucks and trailers
- Trailers with a long service life are prioritized to reduce overall resource consumption

Collaboration and Future Solutions

- CO₂ emissions per shipment are made transparent to customers
- Rail transport solutions are offered as an alternative on selected routes
- Fossil-fuel company cars are gradually being replaced with electric vehicles
- Collaboration with environmentally responsible hauliers and suppliers.

Energy and CO₂e emissions (B3)

Energy consumption	2021	2022	2023	2024	2025
Fossil fuel Calculated in CO ₂ e (coal, oil, or gas) (item 24a)	1.171.794	1.537.623	1.138.268	1.175.649	1.210.401
Electricity Calculated in CO ₂ e – if possible, broken down by (item 24b)	Renewable Energy from Solar Panels	0	0	1599	2669
	Non-renewable Energy	159.880	142.448	147.622	158.832

Greenhouse gas emissions / CO ₂ e	2021	2022	2023	2024	2025
Scope 1 CO₂e emissions (item 25a) (fossil fuel and natural gas)	1.226.368	1.576.236	1.170.788	1.194.033	1.234.623
Scope 2 CO₂e emissions (Location-based) (item 25b)	159.880	142.448	149.221	161.501	183.416
Total Scope 1 and Scope 2 CO₂e emissions (Location-based) (item 92)	1.386.248	1.718.684	1.320.009	1.355.534	1.418.039

Greenhouse gas emissions / tCO ₂ eq	2021 - 2025
Scope 2 CO₂e emissions (Market-based) (item 103)	Not relevant
Total Scope 1 and Scope 2 CO₂e emissions (Market-based) (item 92)	Not relevant

IRO:

Impact:	Our climate impact primarily stems from the use of fossil fuels for our own and leased vehicles, as well as electricity consumption for the operation of terminals, warehouse facilities, and offices.
Risks:	CO ₂ emissions from fossil fuels negatively impact the climate and may lead to increased demands for transitioning to alternative fuels. We can also expect higher taxes on fossil fuels.
Opportunities:	By highlighting our efforts to reduce CO ₂ emissions, we can strengthen our position among customers who prioritize sustainability. This can also open doors to new customer groups that value climate-conscious solutions.



Energy and CO₂e emissions (B3) – *continued*

Solar panels - a sustainable transition

As part of our commitment to a greener future, we have taken concrete steps to transition towards a more sustainable energy supply and to reduce our dependence on fossil energy sources.

In connection with acquisitions and expansions of warehouse facilities where natural gas had previously been the primary energy source, we have actively chosen to invest in renewable energy solutions.

In February 2023, we installed heat pumps and commissioned a 652 m² solar photovoltaic system on our main building at Thorsvej 8. This initiative has made the site partially energy self-sufficient during daytime hours and has significantly reduced the use of natural gas.

Building on these positive experiences, we expanded our efforts in May 2023 by installing an additional four solar photovoltaic systems across four locations, each covering 330 m².

In 2025, we constructed a new warehouse with a total floor area of 9,520 m² at an existing site. As part of the construction, 1,171 m² of solar panels were installed on the roof of the building, further strengthening our on-site production of renewable energy and supporting our long-term energy strategy.

Through these investments, we are working purposefully to combine sustainability with operational efficiency and to establish a more energy-efficient and climate-friendly foundation for our future operations.



Pollution of air, water and soil (B4)

Pollution of air, water and soil (item 26)

Reporting on pollution of air, water, and soil is not relevant for Tricolore, as our warehouse and terminal operations do not involve any releases of harmful substances to the environment. Our warehousing activities are inherently free from polluting impacts on air, water, and soil, supporting our objective of sustainable and responsible operations.

Our vehicles emit CO₂ to the atmosphere. All our driven units comply with the highest applicable Euro emission standard.

CO₂ emissions from vehicles are not reported to authorities and are therefore not included in this report.



Water (B6)

Water withdrawal in m³ (item 30)	2021	2022	2023	2024	2025
Total for all locations	1623	1628	2132	2761	2872
From locations in areas with water shortage (High water stress)			Not relevant		

Water consumption (item 31) and Impact

Since water is not used in our production, our impact on the global water resource is minimal. Daily operations do not involve water consumption. Cleaning of warehouse facilities is done by wiping and sweeping.

The water we use is solely for driver and employee facilities such as toilets, showers, and laundry, as well as for coffee machines and dishwashing in the offices. To ensure minimal consumption, all faucets are equipped with sensors, shower heads are water-saving, and washing machines have a high energy rating.

Our water withdrawal and discharge are almost identical, meaning we have only a limited impact on resources.

In the spring of 2023, water consumption increased as a result of the expansion of our driver facilities. Although consumption remains minimal, we are actively monitoring our water use to ensure we can respond promptly to any unexpected increases.



Biodiversity (B5)

Areas near or within 'biodiversity-sensitive areas' owned, leased or controlled by the company (item 28)

Our locations are strategically placed in established industrial areas, far from biodiversity-sensitive areas such as forests, meadows, or other natural areas. Our facilities are also not located near habitats for rare or protected animal species. This ensures that our activities do not affect vulnerable ecosystems, and we do not disturb local flora and fauna.

Land use (pkt. 29)

Type of land use	Areal (m ²)		
	Base year 2021	Reporting year 2025	% change
Total land use	200.000	290.000	45%
Total built-up area (buildings, pavement, etc.)	165.000	240.000	45%

IRO:

Impact:	Since our locations are situated in established industrial areas, far from biodiversity-sensitive areas, the impact on biodiversity is minimal or non-existent.
Risks:	For the same reason, there are no significant risks.
Opportunities:	There is an opportunity to plant mixed trees in unused areas. Unutilized land can be leased out. It is also possible to lay Sedum grass on the roofs of warehouse buildings that are not covered with solar panels.



Resource consumption, circular economy and waste management (B7)

Description of Tricolore's efforts in resource consumption and waste management (item 32)

Tricolore is a transport and logistics company with core activities in transportation, warehousing, and pick-and-pack services for onward distribution. In our efforts to reduce resource consumption and support the circular economy, we focus on minimizing unnecessary material use, increasing recycling, and extending the service life of our equipment.

Transport Department:

Within the transport department, environmental impact in operations is a key consideration when selecting new equipment, including fuel efficiency and compliance with applicable emission standards. Modern vehicles already contain a significant share of recycled metals and materials, and the EU is currently working on new requirements for circular design to further increase this share in the future. To reduce overall resource consumption, the lifespan of our existing fleet is extended through systematic maintenance and targeted investments. When purchasing spare parts, such as tyres, we prioritize products containing recycled or bio-based materials whenever possible, without compromising on quality or safety.

Logistics Department

Within the logistics department, we focus on reducing packaging consumption and optimizing reuse practices:

Reuse of packaging: We primarily reuse the cardboard packaging in which goods are received by applying new labels for onward distribution.

Supplementary packaging: When additional packaging is required, we prioritize cardboard boxes made from recyclable materials.

Stretch film: To ensure shipment stability and minimize damage, we use stretch film that is calibrated to use as little material as possible without compromising safety.

Waste Management:

We have implemented a systematic waste segregation system across all locations:

Cardboard waste is sorted, baled, and sold for recycling, supporting the circular economy and reducing the demand for virgin raw materials.

Plastic waste is sorted and baled before being sent for recycling, where it can be used in the production of new materials

Other Waste streams are separated into relevant fractions and collected by authorized waste management companies to ensure proper handling in accordance with applicable environmental standards.

IRO:

Impact:	Our operations result in environmental impact due to the waste generated from packaging and plastic, but we contribute positively by sorting and recycling large amounts of cardboard and plastic. Our efforts reduce resource consumption and CO ₂ emissions, though reliance on plastic packaging poses a potential environmental burden.
Risks:	Inefficient sorting or changes in legislation can increase costs and damage reputation. Non-compliance with regulations can lead to sanctions.
Opportunities:	Optimizing waste sorting can reduce expenses and generate revenue through the sale of recyclable materials. Sustainable packaging can enhance the company's green profile, thereby attracting customers.



Own Workforce: General characteristics (B8)

Average for 2025

Contract type (item 34)	Number of employees (calculated in FTE)
Temporary employment	1
Permanent employment	157
Total number of employees	158

Gender (pkt. 34)	Number of employees (calculated in FTE)
Male	121
Female	37
Total number of employees	158

Country (Residence) (item 34)	Number of employees (calculated in FTE)
Danmark	131
Tyskland	25
Polen	2
Total antal medarbejdere	158

Category	Number of employees (calculated in FTE)	Male	Female
Administration	89	56	33
Terminal / warehouse	43	39	4
Own drivers	26	26	0
Total number of employees	158	121	37



Own Workforce: Health and safety (B9)

Work accidents: (item 35a)	2025
Number of accidents	2
Frequency	The accidents occurred in March and May 2025.

Work-related fatalities (item 35b)	2025
There have been no work-related fatalities, whether resulting from occupational injuries, accidents, or work-related health conditions	



IRO:

Impact:	Handling heavy goods can lead to physical strain injuries. For drivers, long periods of sedentary work can result in lifestyle-related health problems. Additionally, their work involves an increased risk of accidents on the roads, as well as during loading and unloading.
Risks:	Lack of ergonomics and safety measures can lead to increased absenteeism and reduced work capacity. Drivers' safety can be affected by fatigue, poor weather conditions, poor loading/unloading conditions, and time pressure. Work and traffic accidents can receive negative press coverage and thus damage the company's reputation.
Opportunities:	Ergonomic aids and training can prevent injuries. For drivers, health programs and better rest periods can improve lifestyle and safety. Implementing advanced safety systems in the vehicles can minimize the risk of traffic accidents.

Own Workforce: Compensation, collective agreements, and training (B10)

Starting salary compared to the minimum wage (item 36a)	
Terminal/warehouse:	Salaries for warehouse and terminal employees follow the collective agreement for the sector.
Own drivers:	Drivers' wages are in line with the applicable collective agreement.
Whitecollar employees:	The minimum entry-level salary offered in 2025 is in line with the lower quartile in the HK Commerce salary statistics for Southern and South Jutland (Source: HK.dk 2022).

	2025
Gender pay gap	<i>See next page</i>

	2025
Percentage of employees covered by a collective agreement (item 36c)	100%

Average training hours per employee (item 36d)	
At Tricolore we provide internal training courses that are essential and relevant to each specific position, for example in connection with new procedures or the repetition of critical work tasks. These courses are available to all employees regardless of gender. Since men are overrepresented in the company, it is natural that more men participate in these sessions.	
External courses offered are often targeted at managers, who typically seek more specialized knowledge. As there are more male managers in the company, more men than women participate in external training programs.	



Own Workforce: Compensation, collective agreements, and training (B10) – *continued*

Gender pay gap (item 36b)

At Tricolore, we acknowledge that there is a difference in the average salary between male and female white-collar employees. This difference can partly be explained by a higher proportion of men in leadership positions and the fact that men more often take on specialized tasks that are traditionally higher paid. When comparing salaries within individual employee categories, the pay gap between men and women is minimal - and in certain instances, women are paid more than men. This reflects our core principle of equal pay for equal work.

Among drivers and warehouse employees, wages are the same for everyone, regardless of gender, as salaries are set according to the applicable collective agreements.

We evaluate employees solely based on their professional qualifications and competencies - regardless of gender, nationality, religion, or other personal characteristics. To promote greater equality, we actively work to create better opportunities for promotion and development for all employees.



IRO:

Impact:	In the company, there is a notable pay gap between male and female white-collar employees, primarily due to the overrepresentation of men in leadership roles. Internal training is offered to all employees regardless of gender. However, since the majority of the staff are men, more men attend these sessions. External courses are mainly taken by managers, who are also predominantly male.
Risks:	This existing pay gap and uneven distribution of training opportunities can lead to dissatisfaction and challenge the company's ability to attract and retain female employees. A lack of focus on training - regardless of gender - may result in employees not developing the necessary skills to meet customer demands and remain competitive in the market.
Opportunities:	By ensuring access to training and regularly analyzing salary structures, the company can promote equality and enhance employee motivation. Transparent salary policies and a strong focus on the principle of "equal pay for equal work" can foster fairness and build trust among employees.

Workers in the value chain, affected communities, consumers and end users

Processes for Identifying Negatively Affected Workers in the Value Chain, Affected Communities, Consumers, and End Users (item 37)

Workers in the value chain:

Drivers are a central part of Tricolore's value chain and serve as the company's representatives towards customers and business partners. This applies to both our own drivers as well as drivers and other employees employed by subcontractors.

Tricolore sets clear requirements for decent working conditions, safety, and responsible conduct. We respect applicable driving and rest time regulations and plan assignments with a strong focus on avoiding unnecessary work pressure, ensuring a responsible balance between efficiency and employee well-being.

Through our Code of Conduct (CoC), we set requirements for both drivers and other employees of our subcontractors. These requirements cover, among other things, working conditions, behavior, safety, and compliance with applicable legislation. All subcontractors have signed and committed to Tricolore's Code of Conduct during 2025, and we maintain ongoing dialogue to support effective implementation and compliance in practice.

At our headquarters in Padborg, we provide facilities such as shower and laundry facilities, rest areas, and secure storage of personal belongings for drivers when needed. These initiatives help support decent conditions during stays and overnight rest.

IRO:

Impact:	Tricolore influences working conditions and well-being for drivers and other workers employed by subcontractors through clear requirements on safety, working conditions, and responsible conduct. Through our Code of Conduct and respect for driving and rest time regulations, we contribute to decent working conditions and reduced work pressure. Established facilities support dignified conditions during stays and overnight rest.
Risks:	Failure to comply with occupational health and safety standards among subcontractors may result in Tricolore being deselected by attractive hauliers and drivers. In a highly competitive market, this could affect access to stable partners and overall delivery reliability.
Opportunities:	Good conditions for drivers enhance Tricolore's attractiveness as a business partner and provide access to professional hauliers. This supports stable partnerships, high-quality deliveries, and a competitive advantage in the market.



Workers in the value chain, affected communities, consumers and end users – *continued*

Processes for Identifying Negatively Affected Workers in the Value Chain, Affected Communities, Consumers, and End Users (item 37)

Affected Communities:

As a major employer in Padborg, we contribute to the local community by providing stable jobs and actively engaging in the region's development.

Consumers and end users:

Although Tricolore primarily provides transport and logistics services to B2B customers, we take full responsibility for ensuring that goods are handled, stored, and transported correctly throughout the entire supply chain.

Our requirements for quality, traceability, and accountability apply to both our own operations and the work carried out by subcontractors. Our Code of Conduct covers drivers as well as other employees of subcontractors and helps ensure consistent standards of behavior, quality, and responsibility all the way to the final recipient.

IRO:

Impact:	<ul style="list-style-type: none"> As a relatively large employer in a small town, we contribute to the local economy and provide employment opportunities Responsible handling and proper storage of goods ensures the preservation of product quality.
Risks:	<ul style="list-style-type: none"> A lack of local engagement may result in reduced goodwill and support from the community, and ultimately, difficulty attracting labor. Incorrect handling or storage of goods may lead to complaints and a loss of trust among customers—and ultimately, customer loss.
Opportunities:	<ul style="list-style-type: none"> Increased engagement in local initiatives can enhance the company's reputation and attract qualified labor. Maintaining high standards for delivery services and storage conditions enables us to retain and strengthen our customer relationships.



Business conduct (B11):

Number of convictions and fines related to corruption & bribery

Corruption & bribery (item 38)
Tricolore has never been involved in any cases of corruption or bribery and has therefore not received any convictions or fines related to such matters. This reflects our strong commitment to integrity and propriety, which are foundational to our business strategy and support our goal of operating sustainably and responsibly.



Impact:	As a transport and logistics company operating across borders with an extensive network of subcontractors, we are part of an industry that may be subject to increased scrutiny and expectations for transparency and integrity.
Risks:	The use of many subcontractors poses a risk of unethical behavior, as their ethical standards may vary. If a supplier becomes involved in corruption, it could damage our reputation and result in legal and financial consequences. Additionally, international transport and cross-border operations increase the risk of exposure to bribery, especially in regions with high prevalence.
Opportunities:	By upholding high standards of ethics and propriety, we strengthen our position as a trusted partner in the transport industry. Through careful selection and evaluation of subcontractors, we minimize risks and reinforce our value chain. Our strong focus on anti-corruption also provides a competitive advantage, as more customers and partners increasingly prioritize ethical behavior - creating opportunities to attract and retain clients who share our values.

**Thank you for taking the time to
explore our ESG report**

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