



MOLSLINJEN

COMMUNICATION ON PROGRESS 2022

UN GLOBAL COMPACT





MOLSLINJEN



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EXECUTIVE SUMMARY

2022 has been a busy year for Molslinjen. We continue to take steps to substitute the fossil fuels we use with electric or bio alternatives. We have ordered two new electric ferries for our Als and Samsø routes to be put into operation in 2024 and 2025, respectively. While we are on track with transitioning to electric ferries on our short-distance routes, we have been looking for more green solutions for our long-distance routes. In November 2022, we could share the news of our investment in new, ground-breaking technology: Flywheels. We expect that this will be instrumental in our green transition of the high-speed ferries.

While we focus on our strategic efforts within climate action, we have also increased our ambitions in our other strategic focus area: enabling the freedom of movement. Freedom of movement is not only a question of numbers, but accessibility as well. In December 2022, we joined the Sunflower network (Solsikkeprogrammet) to become better at assisting people with invisible disabilities aboard ferries. Molslinjen's employees are trained to understand and respond to the Sunflower programme.

Along with our strategic efforts, we have maintained and expanded our social, environmental, and economic due diligence processes. We already develop operational, level impact assessments covering all our existing ferry routes. In 2022, we also developed our first impact assessment specifically on our Kombardo Expressen bus services.

In this annual Communication on Progress (COP) report we describe our contribution to sustainable development and our efforts to prevent or mitigate adverse impacts on all areas of sustainability, based on the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. This includes our policies, due diligence processes, and how we enable access to remedy for impacted stakeholders.

As part of our due diligence, we outline progress in establishing and conducting regular impact assessments on social, environmental, and economic sustainability. We describe our work to improve gender representation, including the gender balance on the board and in management (also serving to fulfil the requirements of section 99b of the Danish Financial Statements Act).

Towards the end of the report, the reader will find our key performance indicators (KPI's). Our KPI's show our progress with integrating due diligence processes across our business, as well as our performance on our three areas of strategic focus: CO2 emissions, the right to freedom of movement, and safe and healthy working conditions.

We are proud to present this report on progress and to build our business around our commitment to a sustainable future. This is not driven by a singular effort. It is a result of our collective efforts and careful attention to corporate social responsibility. We are grateful to be in the company of colleagues who work every day to improve our business responsibly.

GREEN TRANSITION OF OUR HIGH-SPEED FERRIES

Flywheels are a potential game changer in the green transition of the high-speed ferries.



MOLSLINJEN'S BUSINESS MODEL IN A BUSY YEAR

Molslinjen is a shipping company which creates cohesion in Denmark. We create mobility and provide the infrastructure needed in a society plentiful in islands, where the ferry is often a vital connection and the prerequisite for growth.

In 2022, Molslinjen continued its growth entering into an agreement on acquiring the ForSea shipping company which connects Helsingør and Helsingborg. 2022 also gave us special challenges. Global political conflicts have affected the energy prices on which we depend. They have raised difficult questions that affect two of our core areas of sustainability: Increased energy prices have affected the green transition, which might affect ticket prices and thus the freedom of movement. We have been under a pressure to reintroduce our diesel ferries to keep prices down on our shortest route. However, even facing global conflicts, we have wanted to provide freedom of movement at the lowest possible cost to the environment. We kept prices as low as possible and did not compromise on environmental goals. On the contrary, we have invested further in green transition in 2022: We have ordered new electric ferries for the Als and Samsø routes and invested in Flywheels, and we are busy developing motors that can operate on green energy for our high-speed ferries.

In 2019, we joined the Blue Denmark climate partnership whose purpose is to reduce the industry's carbon footprint. In the partnership we look at alternative fuels among other things as well as on how to improve the gender representation in the sector. We are learning from the partnership and are particularly happy to be able to share green solutions with others, meaning that we can move the industry towards sustainability faster.

2022 has been a good and exiting year thanks to our employees. They have been decisive in ensuring that today we can transport Denmark safely and soundly. The well-being of our employees is the prerequisite for Molslinjen's success. Following the extreme pressure during the first years of COVID-19, we have been able to create a better balance in the everyday life of our employees and to make Molslinjen a better workplace. We expect to continue and have increased attention on this work in 2023.

We would like to give a big thank you to all employees at Molslinjen for their invaluable efforts to enable Molslinjen to see 2023 as a larger, stronger, and more sustainable company. New employees have started with a can-do spirit, and our existing employees have taken on a great responsibility and shown an impressive perseverance. The efforts of the employees clearly reflect Molslinjen's spirit:

"KOMBARDO"

2. MOLSLINJEN'S CSR POLICY

In October 2022, Molslinjen's board of directors adopted a new CSR policy.

The triple bottom line

"Molslinjen is committed to contributing to the freedom of movement for as many people as possible. Our services connect Denmark and are the lifeblood for our many islands. Capacity, accessibility, and quality are key elements of our efforts.

Our contribution shall never compromise our firm commitment to safety, including the right to a safe and healthy working environment, nor our firm commitment to reducing our CO2 emissions by 70 per cent before 2030.

In providing our services, we will demonstrate responsible corporate conduct by continuously identifying, preventing, or mitigating adverse impacts on sustainable development.

Our commitment rests on internationally recognized principles that are essential to sustainable development; human rights (including labor rights), environmental, and anti-corruption principles.

The principles are referenced by the UN Global Compact and made operational through the UN Guiding Principles for Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

We comply with national regulations wherever we operate. In addition, our commitment means that we will identify, prevent, and mitigate adverse impacts on core principles for human rights, the environment, and anti-corruption. We will communicate about how we manage such impacts.

We handle potential and actual adverse impacts, which we cause or contribute to, or to which we are directly linked through our business relations, e.g. our suppliers.

Our expectations of employees

We expect our employees to assist us in living up to our commitment by acting in accordance with this policy in their daily work.

We will embed our CSR commitment in the daily work of both our employees and management through training, communication, and ongoing assessments.

Our expectations of business relations

We expect all of our business relations to meet the globally agreed minimum standard for responsible business conduct as expressed in this commitment.

Business relations shall also avoid causing or contributing to adverse impacts on the key elements of social, environmental, and economic sustainability, and address any adverse impacts, when they arise.

If we become aware of unattended severe adverse impacts with our business relations or in our value chains, we will use or build our leverage to make the business that causes or contributes to the impacts stop them and ensure that they are prevented or mitigated in future.

Integration

This policy commitment is reflected in all relevant policies, guidelines, and procedures in the company. To ensure compliance, we encourage our employees, customers, business relations, and other stakeholders to call our attention to any severe potential or actual adverse impacts on human rights, the environment, and anti-corruption that are associated with our services, products, or business relations.

Policy commitment development

This policy is developed and approved by the Board of Directors. Molslinjen had external experts assist in preparing the policy commitment.

The policy commitment is publicly accessible and communicated both internally and externally. To reflect the stage of our implementation and to ensure that we maintain focus on sustainable development, we will revisit and if necessary, revise this policy every two years."

3. MOLSLINJEN'S CONTRIBUTION TO SUSTAINABLE DEVELOPMENT

3.1 CONTRIBUTION TO THE FREEDOM OF MOVEMENT

Ferries create cohesion in Denmark and are vital for the positive development of our islands – socially, culturally, and economically. For most islanders, the ferry is essential for getting around and receiving supplies. Molslinjen is proud to make this possible.

Our work on creating connections across the country is a great responsibility. If we do not do our job well enough, we can complicate or hinder transportation. We therefore do what we can to prevent and mitigate this risk, and we stay focused on making a positive difference to the freedom of movement in the country.

Transportation to and from small islands is often long and can be cumbersome. Molslinjen's ferry routes are vital for the freedom of movement for both islanders and their guests, and it is therefore important to provide transportation which is accessible and of proper quality.

Molslinjen's discount schemes and flexible ticket ordering contribute to this focus. Besides, in 2022, we joined the Sunflower network, which is yet another step towards increasing accessibility to our ferries for everyone. The Sunflower lanyard makes it easier for persons with invisible disabilities to access our ferries. Any guest who wants to can ask for a Sunflower lanyard in our terminals in Aarhus and Rønne and get more assistance from Molslinjen's employees who have been trained in receiving and assisting guests who carry the Sunflower lanyard. It is, further, a set procedure that all new ferries are ordered with braille text to enable visually impaired persons to move around on the ferries more easily and independently.

In 2022, we decided to buy ForSea and thus expand our routes to include the Helsingør-Helsingborg route. It is an exciting new adventure for us, and we are looking forward to continuing our ambitions to be the best ferry operator to provide freedom of movement.

Our guests are our most important stakeholders, and by listening to our guests we can ensure the best ferry routes for as many people as possible.



THE SUNFLOWER LANYARD

In future, it is possible for Molslinjen's guests to carry the Sunflower, a symbol of invisible disabilities. Molslinjen has joined the number of companies that are part of the Sunflower network with focus on invisible disabilities. The Sunflower makes it easier for guests and employees to spot a need for extra time, patience, or help. All Molslinjen's employees are trained to understand what an invisible disability is, what the Sunflower means, and how best to approach a person who has chosen to make the invisible disability visible using the Sunflower.

"Freedom of movement is a watchword for us, and it is therefore very important to us that we can welcome everyone aboard in a safe environment on Molslinjen's 15 commercial officer. The Sunflower lanyard can be carried aboard the ferries and in the ports and enables everyone with an invisible disability to make it visible when needed. Molslinjen has launched a campaign with information to all guests, so that we can contribute to a safe trip for everyone. The Sunflower lanyard can be obtained for free in the ferry terminals in Aarhus and Rønne.



Did you know that only half the world's population has easy access to public transport? It looks better in Denmark which, despite its many small islands, is well connected. We exist to improve the infrastructure in Denmark so that more people have access to more. We connect small towns and islands with large towns and the mainland and create the framework for an accessible Denmark. All this is shown in our work for the right to freedom of movement. At Molslinjen we are proud that this effort also contributes to sustainable development goals nos. 9 and 11 for sustainable societies and a good infrastructure for everyone. Together with our environmental efforts to phase out CO₂ through various initiatives such as electric ferries and investments in alternative engines and motors as well as fuels, we contribute to innovating the infrastructure intended to connect the country.

Key performance indicators of our progress in respect of the freedom of movement appear from paragraph 7.3.

3.2 CO₂ PHASE-OUT / REDUCTION

Today, transport means considerable costs for the environment. Our focus on contributing to the freedom of movement therefore implies a special responsibility for environmental sustainability through our energy consumption. The main principles for our environmental strategy are to:

- Reduce CO₂ emissions per transported kg
- Develop even more energy efficient engines and motors as well as hulls
- Reduce other emissions

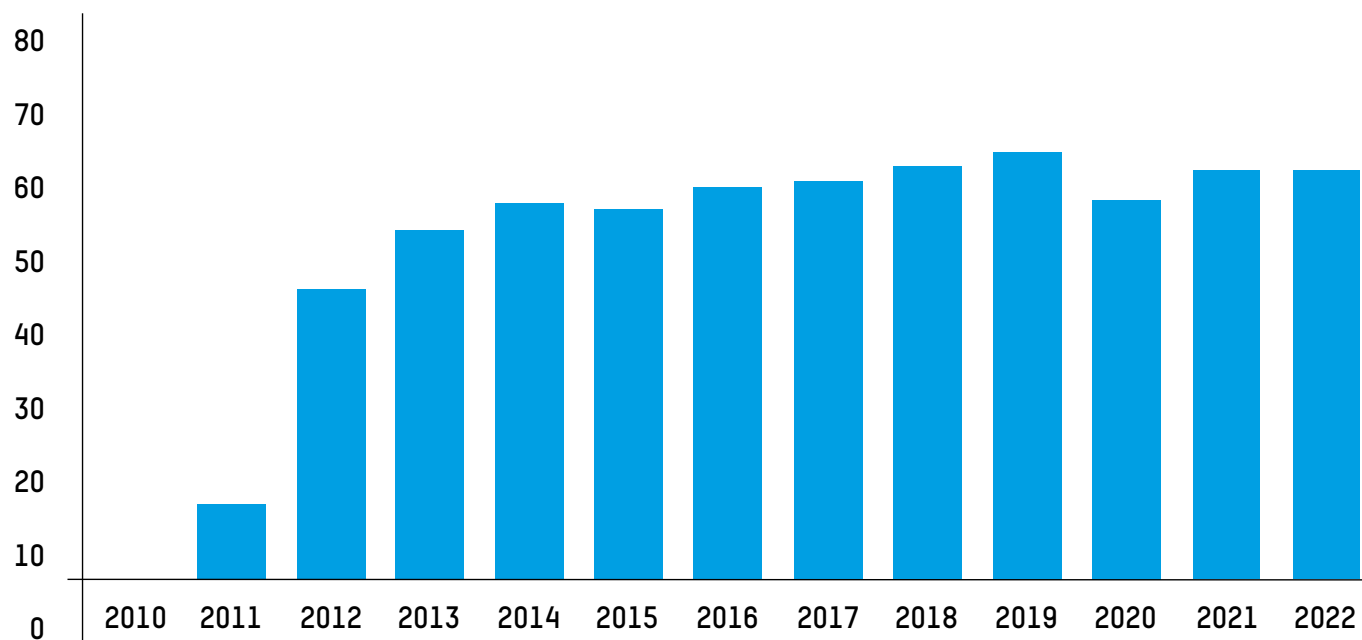
These principles help us keep a clear direction in order to contribute to an environmental and sustainable development. Therefore, we have set a goal for ourselves of having fossil-free ferries. We will make the western routes CO₂ free by 2028. We will limit our CO₂ emission by 70 percent in 2030 and be CO₂ neutral in 2050.

In 2022, as part of our environmental strategy, we invested in WattsUp Power A/S that is developing flywheels, which can theoretically operate a high-speed ferry on green energy. A flywheel is built inside a cylinder where it is freely suspended in a magnetic field. Green energy can make the flywheel spin so fast that the green energy can be collected. If there are enough flywheels, they can operate a ferry. It is thus a green, mechanical battery without the problematic noble metals that are used in known batteries, and which are often associated with significant negative impacts on miners and their rights. The technology needs maturing, and we do not yet know if it works, but our partners and technical experts believe in the technology, which is now to be tested.

In 2022, we ordered two new electric ferries for the Als and Samsø routes, and we are looking forward to putting them into operation in 2024 and 2025, respectively. Our goal is for all ferries on our short routes to be electric ferries.

As a result of our work, we have reduced our oil consumption per transported kg by more than 60 percent on the Kattegat route since 2010. We have done that by optimising our sailing, engines, and maintenance as well as buying more energy efficient ferries.

Accumulated reduction of CO2 emission per transported kg in % on the Kattegat route



*CO2 emission per transported kg in percent is made up on the basis of our energy consumption times the relevant emission factor.

In 2019, we joined the climate partnership which the government has entered into with The Blue Denmark with the purpose of reducing the industry's carbon footprint. We hope to further inspire and be inspired through this partnership.

Besides, together with our owner, EQT, we have joined the Science Based Targets Initiative (SBTi), a global climate initiative which is a collaboration between CDP, the UN Global Compact, World Resources' Institute (WRI), and the World Wildlife Fund. SBTi is a set of science-based climate goals which are to document the progress of companies towards a greener future. SBTi is a global standard with common rules on how to calculate the environmental impact. We cooperate with several experts to have our goals approved. In that way we can continuously demonstrate our work on reducing the emission of greenhouse gases, so that they live up to the Paris agreement which forms the basis of the global transition to reduced emissions.

KOMBARDO EXPRESSEN TRANSFORMS FERRIES INTO FLOATING BUS TERMINALS

In April 2022, Kombardo Expressen introduced a new strategy: to transform our high-speed ferries across Kattegat into floating bus terminals where passengers travelling across the different parts of the country can change bus at sea. The new strategy has given bus passengers the possibility of travelling to many more destinations, as the new hub has resulted in 84 routes, of which 64 are new route combinations. Kombardo Expressen has opened routes to a number of new destinations: Lyngby, Bagsværd, Ballerup, and Copenhagen Airport.

It is not a big change for the individual passenger. When the bus arrives aboard the ferry, the passengers go to the passenger area, and the crew aboard move the luggage to the new bus. After the ferry ride the passengers enter the right bus on the car deck and continue their ride to their destination. Apart from the chance to offer a lot more travels, we have also formed a collaboration with the NT transport services organisation in Northern Jutland and BAT on Bornholm so that our Kombardo guests can travel between their destinations using an extra ticket. That means, for example, that in 2022, a guest could travel from Copenhagen to Allinge on Bornholm at a price of just DKK 149. When patients from Bornholm need to go to the hospitals in the capital region of Denmark in 2023, Kombardo Expressen will handle the transportation.





Through our strategic focus on reducing our emissions to air and our effort to minimise negative impacts on environmental sustainability in general, we also contribute to meeting sustainable development goals nos. 13 and 7. Goal no. 13 requires immediate action to fight climate changes specifically by reducing CO₂ emissions. Sustainable development goal no. 7 is about ensuring access to environmentally friendly energy for everyone.

Key performance indicators of our progress in reducing CO₂ emissions on the Kattegat route can be seen in paragraph 7.2 below.

3.3 FOCUS ON A HEALTHY AND SAFE WORKING ENVIRONMENT

Our employees are Molslinjen's most important resource. Every day is exciting, but the work takes place under time pressure and at sea, which can cause risks. It is a matter of the highest priority to us that our employees have a healthy and safe working environment in which they thrive physically and mentally – and thus ensure the safety of our guests. You can read more about our special focus on ensuring a healthy and safe working environment in paragraph 4.1.



Molslinjen contributes to sustainable development goal no. 3 through our efforts to fulfil the right of our employees to a healthy and safe working environment and the right of our passengers to health. The UN sustainable development goal no. 3 is about improving health for everyone of all ages. Especially after the COVID-19-pandemic, we have done what we can to minimise the risk of infection aboard our ferries, which are a vital connection for many islands, and which must thus be in operation also in times of crisis. You can read more about our initiatives in this area in paragraph 5.1 on social sustainability, where we describe how we ensure the health of our employees and guests.

Key performance indicators of our progress in our work to achieve a healthy and safe working environment can be seen in paragraph 7.4 below.

4. MOLSLINJEN'S DUE DILIGENCE PROCESS

With the help from experts, we carry out annual operational analyses of Molslinjen's risks of impacts in the areas covered by the ten principles of the UN Global Compact and defined by UNGPs/OECD. In 2022, the analyses cover all our ferry routes and Kombardo Expressen.

We have identified risks of causing or contributing to negative impacts in 23 out of 48 human rights, and we have identified risks of four significant impacts on four rights. Besides, we have identified risks in 13 out of 20 areas within environment and eight out of 16 areas within economic sustainability.

WHAT TO DO WHEN A GLOBAL CRISIS KNOCKS ON OUR DOOR?

In 2022, we saw how international conflicts can get very close to the company. Our energy consumption has turned into safety policy. To keep down energy consumption we have reduced consumption in our offices introducing new time intervals for turning off all standby power as well as lowering the temperature, so that it has been necessary to bring an extra sweater to work. We have reduced the speed on the Kattegat route, and the crossing now takes 80 minutes compared with 75 minutes before. This has led to a lower energy consumption, while we have managed to keep down ticket prices for our guests in a time of crisis.



There are two reasons why we identify many risks. First of all, Molslinjen looks for impacts on all 48 human rights, in 20 environmental areas, and 15 economic areas across the company at local, operational level. We also include impacts on human rights that are not significant but may constitute a minor pressure on human rights. It helps us create a good workplace and a good travel for our guests. The UN guidelines also emphasise that due diligence is meant to identify, prevent, or mitigate negative impacts, before they become significant. Furthermore, we look for risks of impacts – meaning that we do not just identify where something has gone wrong, but also where our type of business or context will typically cause a risk. As an example, any company that has uniforms will have a risk of negative impacts on the right to suitable clothing. At Molslinjen the employees wear uniforms on our ferries, which means that we are responsible for our uniforms fitting properly and being of good quality. We have a committee of employees who handle uniform requests.

We handle all our risks to avoid that something goes wrong. We describe what we do and make sure to continually measure whether what we do actually works. If something goes wrong anyway, we ensure access to remedy through effective complaint mechanisms. In 2022, we have completed impact analyses on the Kattegat, Bornholm, and Western routes as well as Kombardo Expressen.

The due diligence process concerning social, environmental, and economic sustainability is an ongoing learning process at Molslinjen. It shows us that thorough consideration of the negative impacts which we cause or to which we contribute prepares us better for preventing something from going wrong. It also creates a better-informed basis of identifying and analysing risks of the most significant impacts. Our regular impact analyses thus give us the tools to handle risks for human beings, environment, and economy as well as our business.

Key performance indicators of our progress in implementing the management process can be found in paragraph 7.1.

4.1 SOCIAL SUSTAINABILITY

Through the impact analyses, we identify where we risk negative impacts on all 48 human rights. Where we do not believe that there is an immediate risk, we describe why.

If we identify a risk, we describe what we do to prevent or mitigate such a risk. We also introduce new actions if we find that we can do more. We measure the effect of our actions every year. We inform persons who can experience impacts of our work through our employee manual on our Actimo employee app as well as in our public communication.

Of the 48 human rights, Molslinjen has identified risks of impacts on 23, and four risks are significant. We assess significance based on the number of persons who can experience the impact, the seriousness of the impact, and whether the impact can be redressed, if things were to go wrong.

Our indicators show that we generally handle our risks well. The four areas risking significant impacts are: the right to a healthy and safe working environment, the right to rest and leisure, the right to freedom of movement, and the right to health. We handle those as described below.



THE RIGHT TO A HEALTHY AND SAFE WORKING ENVIRONMENT

WHAT ARE OUR RISKS?

Ferry services as well as passenger and car transportation involve a risk to the well-being of our crew. This could be everything from occupational injuries in the terminal and on deck, impacts from exhaust gases, or lifting injuries to catering crew, who can experience injuries from preparing food or even aggressive passengers. The psychological working environment can be affected by the responsibility for safety, including the safety of other people, that crew members may have during time pressure, as swift boarding and travel time are crucial to our lines.



WHAT DO WE DO?

Excerpt from our actions:

1. We have a 'safety first' policy which requires us to never compromise on safety. We rather cancel a departure than expose someone to danger.
2. All Molslinjen's crew members receive safety training, and the catering crew receive training in food safety. We conduct regular safety drills and prepare safety analyses, and we have clear markings and procedures for boarding/exit.
3. There are regular measurements of the amount of harmful particles/gases which may be emitted from the ferries and from vehicles.
4. We have an efficient 'near miss' reporting system where employees report to our health and safety committee.
5. Our ferries are built of material with a minimum fire risk, and all ferries are equipped with several fire extinguishers. There is no smoking on all ferries.

We keep statistics on the number of reports of risky situations and occupational injuries. We convey how we handle our risks and the efficiency of our actions to our employees. We do that through our Actimo employee app, through safety training, in talks with the employees, and through our Safety Management System (SMS).

THE RIGHT TO REST AND LEISURE

WHAT ARE OUR RISKS?

In 2022, we made the first impact analysis on Kombardo Expressen, where we established that there is a special risk connected with the breaks of the bus drivers. We cooperate with the Herning Turist bus company on Kombardo Expressen. They have the direct responsibility for their employees; however, as Molslinjen plans Kombardo Expressen's routes and schedules, our decisions may contribute to negative impacts on the right to rest and leisure.



WHAT DO WE DO?

First, we ask our business relations to take on social responsibility by identifying and handling their risks. That goes for Herning Turist too. We ask Herning Turist to look specifically at this right. We plan Kombardo Expressen's routes with a view to providing intervals of rest and with as clear and short distances as possible.

We regularly monitor developments.

THE RIGHT TO HEALTH

WHAT ARE OUR RISKS?

If a ferry is wrecked, is in distress, or catches fire, in case of car accidents, if someone falls, gets ill or gets injured aboard the ferry. The ferry's wake waves can cause problems for small boats/kayaks.

WHAT DO WE DO?

Excerpt from our actions:

1. We always have health-educated staff aboard, and our crew receive first-aid training.
2. We test and maintain all safety equipment aboard (fire extinguishers, life jackets, and lifeboats), and we are in constant radio contact with the mainland during the entire ferry ride.
3. We ensure clear signage with safety instructions everywhere on the ferries, and we clearly mark if there are slippery floors on a ferry.
4. We use catering suppliers that are recognised for their high food safety level, and we maintain the highest standards for preparation of food aboard.
5. We play safety videos on all monitors on departure.

In 2022, we registered one serious accident for passengers on and around the ferries. Each year we measure the number of injuries that have caused compensation from Molsslinjen's insurance. In 2022, the figure was 0.



THE RIGHT TO FREEDOM OF MOVEMENT

WHAT ARE OUR RISKS?

Our main task is to contribute to the freedom of movement between the mainland and the islands. This means a great responsibility, because, if we do not succeed in our task, we may prevent or complicate the freedom of movement for our guests. We are responsible for ensuring fair prices, regular and frequent departures, a good experience on the ferries, and room for everyone.

WHAT DO WE DO?

Excerpt from our actions:

1. We have discount schemes for commuters.
2. We have technology and techniques for sailing that minimise the impact of waves on the ferries.
3. We normally only cancel departures for safety reasons.
4. On our website, we have complaint mechanisms for our guests, and our crew are trained in responding to these customer enquiries.
5. We are in ongoing dialogue with the local population on the islands to which we sail, in order to learn how to do things better.
6. The Fanø route has got a third ferry, which has significantly reduced the queue time for the ferries.
7. All new ferries are built to optimise accessibility for as many as possible. See also our strategic efforts in the area.
8. We forewarn our passengers about cancellations and the reason for them.

In 2023, the Ministry of Transport will further assess whether the capacity to and from Bornholm is to be increased, with special focus on the Rønne-Køge route.



An aerial photograph of a large white ferry named 'Express 5' being transported on a red barge. The ferry has 'BORNHOLMSLINJEN' written on its side in large black letters. The barge has 'AUSTAL' written on its side. The ferry is being moved along a canal or river, with green trees and buildings visible in the background. A semi-transparent text box is overlaid on the right side of the image.

MOLSLINJEN STAKES ON DENMARK

In the first half of 2023, a newly built ferry, Express 5, will be put into operation on the route from Rønne on Bornholm to Ystad in Sweden. That means that one more ferry can be put into operation on the Kattegat route between Jutland and Zealand, which increases flexibility. Particularly after COVID-19-pandemic, the Danes have shown that they want to travel and go on holiday in Denmark, and Molslinjen has wanted to support this mobility.

KOMBARDO-BABY

On an ordinary Saturday evening in 2022, a guest went into labour on the ferry between Sjællands Odde and Aarhus, and just ten minutes later a little boy was born with the assistance of two doctors and a midwife who happened to be aboard the ferry. It was an easy delivery, and both mother and baby are reportedly well.



4.1.1 ACCOUNT OF THE GENDER MAKE-UP OF MANAGEMENT, CF. SECTION 99B OF THE DANISH FINANCIAL STATEMENTS ACT

We find it natural for a company to reflect the society in which it exists. The maritime sector faces special challenges when it comes to gender representation, which is why in recent years we have put the topic on the agenda at Molslinjen's management layer. As part of our work on social sustainability, we have made an effort to ensure equal opportunities for both genders to become part of the maritime sector, including Molslinjen. In 2022, we have therefore adopted a policy and target figures for the period 1 January 2023 to 31 December 2026 for the gender make-up of management. This is a result of the board setting a goal in 2018 of at least 20 percent representation of women on the board before the end of 2021, which has been achieved after EQT's acquisition of the company. Employee representatives are elected by Molslinjen's employees and are not included in this target figure. In Denmark, we can only measure the distribution of men/women in the company, which is why this account does not include more genders.

A diverse and inclusive organisation which reflects Molslinjen's customer mix makes the company stronger, increases the competitiveness, and creates a good and innovative working environment.

The new goals that Molslinjen has set are: The share of women members of Molslinjen A/S' board of directors elected by the general meeting and the share of women members of Molslinjen A/S' management group must make up at least 25 percent by the end of 2024 and 40 percent by the end of 2026. The share of women middle managers is 15 percent at present. It is Molslinjen's goal that the share of women middle managers will make up at least 20 percent by the end of 2024 and 30 percent by the end of 2026.

If new candidates are recommended for the boards of directors, the boards will include gender as a separate parameter with a view to reaching the target figures. However, when recommending candidates for Molslinjen's boards, it is important that the members represent professional competences relevant to Molslinjen as a significant provider of passenger transport in Denmark. Regardless of gender, there will be no compromise on the qualifications which are needed at Molslinjen according to the view of the boards of directors. When filling positions at Molslinjen A/S at all levels, including management level, three basic principles are emphasised:

- (a) Employing the best suited candidate for the position in question.
- (b) The same opportunities and access for all candidates regardless of gender, race or ethnic origin, religion or faith, disability, age, or sexual orientation.
- (c) A diverse and tolerant organisation creates the best preconditions for a good workplace and for developing a strong business.

All present and potential candidates for positions in Molslinjen's management must feel that Molslinjen has an open and unprejudiced culture where everyone has the same opportunities and access to the best possible utilisation of their competences regardless of gender, etc.

However, to achieve Molslinjen's ambition to have more women in the management group presupposes a thorough knowledge of the structural, cultural, and organisational contexts that can constitute or be seen as a barrier to the access of women to management position at Molslinjen. There is a significant difference between the number of women leaders in Molslinjen's different business units. Among officers, which is traditionally a male-dominated profession, this is reflected in an overrepresentation of men already in the training and education process. On the other hand, the team leaders have a far larger representation of women.

We have the following focus areas aimed at women leaders and talents:

(a) Awareness

- Making executive career directions for women visible and exposing women talents to the management.
- Increased focus on career plans for women talents.
- Increased and targeted internal communication on focus areas for diversity.

(b) Attraction and recruitment

- Implementing a recruitment policy which aims at representing each gender in the "selection panel".
- Demands for job profiles, job ads, and processes to be formulated in a neutral manner to make them appeal more to both genders.
- Focus on diversity in the composition of teams and management groups.

(c) Retention and development

- Increased efforts to create a good basis for returning after parental leave. This goes for both women and men.

Our policy is aided by our existing actions to ensure that sexist and other discriminatory language and behaviour are not tolerated and may have disciplinary consequences. We encourage a better representation in the maritime sector, through collaboration in trade associations and with educations relevant to the sector. Together with 14 other shipping companies, we have signed a charter for more women in shipping, which commits us to work determinedly to increase the share of women in the Blue Denmark.

Another focus area at Molslinjen is the right to equal pay for equal work. Overall, we ensure that the pay level is fixed for different job categories and emphasise to all managers that pay and bonus within the different pay categories can only differ as a result of a special effort, special competences, or seniority. Finally, Molslinjen is conscious of showing diversity in our marketing to signal that the shipping company wants to reflect society in our staff composition.





At Molslinjen we work at preventing discrimination across the organisation – it is part of our work on the right to non-discrimination, equal access to promotions, equal pay for equal work, the right to education, and the right to a living wage. Molslinjen measures living wage and seeks to ensure that our wage levels are above that, and we ensure equal pay for similar job functions. In recent years, we have cooperated with educational institutions and The Blue Denmark on promoting women's interest in maritime subjects. Furthermore, we make an effort to increase the representation of women at all levels at Molslinjen. Our efforts in these areas make us contribute to meeting sustainable development goal no. 4 with the purpose of ensuring inclusive quality education with equal opportunities for everyone; sustainable development goal no. 5 about gender equality, which includes a subsidiary goal of reducing gender discrimination globally; and sustainable development goal no. 10 aimed at reducing inequalities.

4.1.2 ACCOUNT OF DATA ETHICS, CF. SECTION 99D OF THE DANISH FINANCIAL STATEMENTS ACT MOLSLINJEN

Molslinjen meets all requirements to fulfil the legislation on the handling of person and employee data (GDPR). In 2022, Molslinjen has adopted a separate policy for data ethics which specifies the responsibility within the use and storage of data following from Molslinjen's overall policy for social responsibility (cf. item 2 above). Molslinjen's work on due diligence in respect of human rights also comprises the effects on the basic rights that Molslinjen's use of data might have. Molslinjen finds that data is of great importance to the company, and that the handling of personal data is of great significance to the individual. Molslinjen does not sell, share, or make available data for unauthorised third parties and only uses data for the purposes for which it was gathered.

4.2 ENVIRONMENTAL SUSTAINABILITY

Molslinjen has special focus on environmental sustainability, as it is particularly relevant to our company which needs energy for transport. Throughout the last many years, we have done a lot to reduce our emissions to air, which, among other things, has meant that every day we transport each kg 60 percent more efficiently when it comes to energy consumption than we did just 12 years ago. Further, we will also minimise other impacts that we could have on the environment, such as food waste and other waste. In 2022, we identified risks of negative impacts on 13 environmental areas across our routes. The areas where we risk causing negative impacts are marked yellow.

1. Water Consumption	2. Use of energy	3. Use of Raw Materials - in particular scarce natural resources	4. Use of Chemicals	5. Use of Ozone Depleting Substances or Persistent Organic Pollutants (POPs)
6. Handling and Transportation of Dangerous Substances	7. Emissions to Surface and Groundwater	8. Emissions into soil	9. Air Emissions	10. Noise Emissions and Light Emissions
11. Odour Emissions	12. Dust Emissions	13. Preservation of Biodiversity (animals and plants)	14. Animal Welfare	15. Waste Management of Water
16. Waste Management of Solid Waste	17. Waste Management of Hazardous Substances	18. Waste Management of Food Waste	19. New Environmentally Friendly Technologies	20. Diffusion of Environmentally Friendly Technologies

We prevent or mitigate all these risks through different actions, and we measure the effect of them annually. Examples of how we identify and handle our risks are:

ENERGY CONSUMPTION AND EMISSIONS TO AIR

WHAT ARE OUR RISKS?

The diesel engines of our ferries are energy intensive. Therefore, we face a risk in this area.

EXCERPT FROM OUR ACTIONS:

We use heat recovery from the cooling water of the diesel engines to produce electricity on our ferries. We have incorporated a smaller diameter on our seawater pump impeller for the main engines and have constant focus on sailing optimisation and timely departure. Our ferries have been given anti-fouling bottom paint to reduce fuel consumption and emissions. We use shore power for our ferries in the ferry port to minimise both noise and energy consumption. The ports are built to require fewer manoeuvres for the ferries and thus lower oil consumption. We only use fuel containing



less than 0.1 percent sulphur. Our new ferry, Express 5, which will be delivered in 2023, has the world's most efficient four-stroke engines that are prepared for alternative fuels, and the engines of the Hammershus ferry are also prepared for alternative fuels. We plan to replace all ferries on the Western routes with electric ferries and have an ambition to be 70 percent fossil free in 2030.

ANIMAL WELFARE

WHAT ARE OUR RISKS?

We serve meat on our ferries. These products can have negative impacts at our suppliers. Furthermore, we transport pets and domestic animals that can get sea-sick during the ride.

EXCERPT FROM OUR ACTIONS:

We do not carry animals if the waves are higher than 2.5 metres. We ask our business relations to take on social responsibility and we make specific demands on our catering suppliers.



LIGHT, SOUND, AND SMELL

WHAT ARE OUR RISKS?

The diesel engines of our ferries can emit smell and noise. The screws, ventilation systems, and PA systems of the ferries can emit noise. Furthermore, there can be noise from cars driving on and off the ferries.

EXCERPT FROM OUR ACTIONS:

Our ferry engines are well maintained according to the instructions from the manufacturers. Our captains manoeuvre with the lowest possible revolutions in respect of time, wind direction, and strength. Local speed limits in the ports reduce the noise. The ventilation systems are reduced to the lowest possible level and are often turned off. The PA system is used as late as possible to ensure that calls are not heard on land. Noise measurements are made on all new ferries.



BIODIVERSITET

WHAT ARE OUR RISKS?

Life under water can be affected by noisy ferry engines. The visible presence of the ferries can affect bird life and habitats. Waves can affect human beings along the coasts and in small boats.

EXCERPT FROM OUR ACTIONS:

All ferries undergo a thorough environmental approval. We are in regular contact with ports and stakeholders to ensure proper information, for example via safety guides for ports and Trygfonden's bathing tips. Our reports on the effect on biodiversity of our ferry operation conclude that we have no current significant negative impacts on biodiversity.





MOLSLINJEN GOES ORGANIC

Molslinjen's high-speed ferries on Kattegat and the ferries on the Als, Fanø, Samsø, and Langeland routes serve organic milk produce from the Thise Mejeri dairy. "As many other companies we work with sustainability as well as organics – and we have found a good match in Thise, which is known to focus on sustainability, organics, and animal welfare," says Jesper Skovgaard, Molslinjen's chief commercial officer.

Each year, our guests consume large amounts of dairy – more than 100,000 litres of milk and some five tonnes of cheese.

FOOD WASTE AND OTHER WASTE

WHAT ARE OUR RISKS?

We have restaurants, cafes, canteens, and buffets. Buffets have a special risk due to the three-hour rule which means that some surplus buffet food must be thrown away.

EXCERPT FROM OUR ACTIONS:

In Barista's Coffee Shop we can offer snacks and small meals such as salads and sandwiches. With a new check-list system on all ferries, we can see how much food we need to produce for the individual departure, also in relation to the seasons.



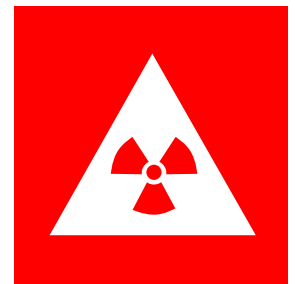
HANDLING AND TRANSPORTATION OF HAZARDOUS GOODS

WHAT ARE OUR RISKS?

We transport hazardous goods on the Køge-Rønne route. Other routes are not approved for it.

EXCERPT FROM OUR ACTIONS:

The transport must be notified in good time. Our employees are trained for the task, and we are under control from the authorities.



RAW MATERIALS

WHAT ARE OUR RISKS?

To minimise the weight of the high-speed ferries and thus the energy consumption, the hulls are made of aluminium.

EXCERPT FROM OUR ACTIONS:

We buy ferries with the least possible use of aluminium within the framework of a safe ferry operation. We send ferries for scrapping through approved companies with high recycling rates.



EMISSIONS TO EARTH AND SEA

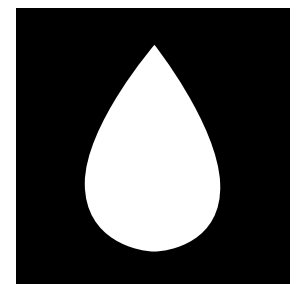
WHAT ARE OUR RISKS?

Emissions from oil tanks or cars can get in contact with the ground. Oil leaks to the sea can happen from the car deck or the engines of the ferries.

EXCERPT FROM OUR ACTIONS:

We maintain ferries and facilities optimally, keeping an eye on this risk. We have clear procedures in case of oil leaks. We make sure that the employees are qualified to handle these risks and contact the authorities in case of oil leaks.

We have not had any registered oil leaks in 2022.





Sustainable development goal no. 12 is about responsible consumption and production, and it also covers food waste, chemical waste, and chemical use. Molslinjen contributes to sustainable development goal no. 12 by handling our risks in respect of environmental sustainability in particular, both regarding food waste and reduction of CO₂ and other harmful substances as well as in our handling and transportation of chemicals. Through our due diligence processes, described in paragraph 5, we identify these risks and describe our actions to prevent or mitigate them. We annually measure our handling and improve our efforts if we are not satisfied with the results.

Sustainable development goal no. 14 asks the international community to protect life below water. Molslinjen primarily operates at sea, which may affect life below water. We continually work on minimising the effect of our ferry rides on biodiversity, and we optimise our routes so that they are not harmful to the environment or to others at sea. An environmental report is drawn up for each new ferry launched, and we regularly receive updated surveys of the effect of our operation on life below water. We have learned that we affect sea life at a minimum.

LESS WASTE, MORE SEPARATION

For some time, we have been sorting waste on the ferries, and now the time has come to Molslinjen's buildings on land. That means that in our canteens in our offices we separate food waste which is made into fertiliser, green energy, and biodiesel. We also attempt to reduce our food waste. In 2022, employees have started to announce when they do not eat in the canteen, so that we can adjust the amount of food accordingly. That has reduced our food waste significantly.

RARE LIZARDS HAVE BEEN PUT UP AT A HOTEL TO PROTECT BIODIVERSITY

Traffic from Molslinjen's ferry port towards Copenhagen can be intense when many cars from the ferries are heading for the capital. It has long been a wish to widen the road to provide better conditions for motorists and bike riders. However, a rare sand lizard lives in the area, and an expansion of the road must not trouble them.

Therefore, Molslinjen has been allowed to let biologists carefully trap the lizards and put them up at an amphibian hotel while the construction of the road takes place. After that, the lizards and their offspring are relocated in a piece of newly established nature which looks exactly like the place they come from. That is how we improve traffic safety and still maintain a piece of unique Danish nature.



4.3 ECONOMIC SUSTAINABILITY

At Molslinjen, we do not let unethical considerations influence our decisions or actions. In 2022, several actions have been implemented to ensure and continue our good practice. We have identified risks of negative impacts in the following eight areas, marked with yellow:

1. Accurate Accounting Records and Bookkeeping (including keeping financial records of the past five years)	2. Bribes to or Corruption of Public Officials (including both 'active' and 'passive' corruption – also referred to as 'solicitation'; see also 'extortion and blackmail' below)	3. Bribes to or Corruption of Private Counterparts (including both 'active' and 'passive' corruption – also referred to as 'solicitation'; see also 'extortion and blackmail' below)	4. Trading in Influences in Relation to Business Partners, Government Officials or Employees
5. Bribes, Corruption or Trading in Influence Through the Use of Intermediaries	6. Use of Facilitation Payments (unless you are subject to threats or other coercion)	7. Political contributions and sponsorships in expectation of undue advantages	8. Offering or Accepting Gifts Beyond Stated Value (approvals)
9. Permitting or Participating in Money Laundering	10. Hiring Government employees whose jobs create conflict of interest with former job duties of such employees	11. Abstain from Cronyism and Nepotism	12. Clearly define Job Duties based on Skills, Qualifications and Experience
13. Extortion or Blackmail	14. Fraud or Embezzlement	15. Anti-trust and competition	16. Tax Evasion/Aggressive Tax Planning

BRIBERY AND CORRUPTION

WHAT ARE OUR RISKS?

Even though there is no considerable risk in Denmark, we have a big responsibility for not tolerating bribery or the like under any circumstances. Molslinjen depends on approvals from authorities, and we depend on business relations, which is why unethical behaviour will constitute a significant risk.

EXCERPT FROM OUR ACTIONS:

We use external, recognised independent third parties, including state-authorised public accountants and lawyers for all important contracts. We train our employees in preventing the risk and continually improve instructions to the employees.

We have a zero-tolerance policy towards unethical economic behaviour at Molslinjen. It ranges from all forms of bribery, including gifts, to nepotism. We also have optimised control questions and procedures to ensure full transparency in all our transactions and the use of third parties.



EMPLOYMENT OF PUBLIC EMPLOYEES, NEPOTISM, AND CAMARADERIE

WHAT ARE OUR RISKS?

Molslinjen is in close interaction with the authorities and depends on ongoing permits. Therefore, there is a risk that we may benefit from hiring public employees. There is also a risk of nepotism and camaraderie in employments.

EXCERPT FROM OUR ACTIONS:

Molslinjen has clearly defined job descriptions for the majority of our positions and only hires people based on their qualifications and experience – managed by the HR department. If a potential candidate for a management or specialist position comes from employment at a public authority that interacts with Molslinjen, the HR department must intervene in the process to ensure that both the candidate and his or her future manager at Molslinjen avoid conflicts of interest. In case of new appointments, the HR department asks about possible conflicts of interest in relation to previous employments.



DONATIONS, SPONSORSHIPS, AND GIFTS

WHAT ARE OUR RISKS?

Molslinjen can give gifts, sponsorships, or donations and must ensure that they are not used to seek unfair advantages.

EXCERPT FROM OUR ACTIONS:

We do not support political parties. We make only few donations and sponsorships and aim for all donations and sponsorships to contribute to Molslinjen's strategic CSR focus.

Furthermore, we have a policy that ensures that all major gifts given to or received by us must be registered and approved by our CFO or be turned down.



4.4 ACCOUNTABILITY IN BUSINESS RELATIONS

We ask business relations to meet the global minimum standard for corporate social responsibility like we do: the UN and OECD guidelines. Our risk pictures may not be the same, so we want all companies to identify their own risks, handle them, and be transparent about what they do. We can share our impact analyses with business relations as information and inspiration, and we want them to share the same with us. As we see it, this is the pragmatic way to create transparency in value chains. At the same time, everyone will have the same starting point in respect of the social responsibility we should take.

In 2022, we have communicated our requirements to business relations to ensure that they know our expectations for them to also meet the UN and OECD guidelines. We have updated our website with our Code of Conduct for business relations together with FAQs.

Where we know risks of significant negative impacts at our business relations, we ask them to handle their risks and communicate publicly or to us about how they are going to handle them.



Sustainable development goal no. 17 is about partnerships formed to attain the goals. We contribute to goal no. 17 through our partnership with Blue Denmark about a climate-friendly maritime Denmark as well as through our continuous work to ensure responsibility in our business relations. Since 2017, we have adapted our expectations for business relations to make them agree with the UN and OECD guidelines for responsible business behaviour.

5. ACCESS TO REDRESS AND COMPLAINTS

Our effort for sustainability is highly facilitated by our employees and guests who contribute to identifying risks and suggest solutions.

Molslinjen has many different options for employees and guests to communicate with us. For our employees, we have an HR department, an employee app, an open-door policy as well as employee representatives and various committees that can handle employee wishes and challenges. Our guests have several opportunities to provide suggestions for how we can become a better company.

Although Molslinjen does a lot to involve our employees and guests, we want to make our commitment more focused on sustainability. It is important to us that our communication channels are a source of learning for the company. We have learned much from the suggestions that we receive from guests and employees about how we can improve on social, environmental, and economic sustainability.

Our communication is based on dialogue, openness, and fairness. We ensure redress where something has gone wrong, and we appreciate the help we get to prevent or mitigate that something may go wrong.



6. MOLSLINJEN AND THE UN: BASIS OF OUR CORPORATE SOCIAL RESPONSIBILITY

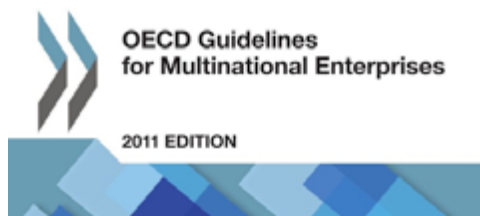
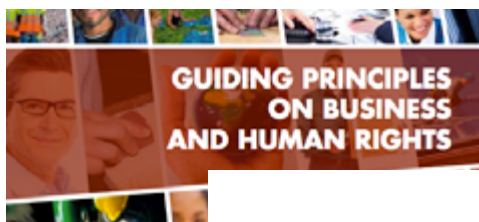
Molslinjen wants to contribute to the UN's broader objectives for sustainable development. We are part of the UN Global Compact. Our sustainability efforts are based on a systematic approach to all the core elements of sustainable development as defined in the UN Guiding Principles on Business and Human Rights as well as the OECD Guidelines for Multinational Enterprises. Molslinjen works with the UN and OECD guidelines because they define the present international minimum standard for social responsibility. In that way we make sure that we build on a thorough and solid foundation of social responsibility in accordance with the expectations of the international community. We note that the work has not been in vain. Partly, it has optimised and systematised our work on sustainability to the benefit of employees, guests, the environment, and the economy, including our own; partly, we need not worry about the EU regulation, which is based on the minimum standard.



6.1 THE UN AND OECD GUIDELINES FOR RESPONSIBLE BUSINESS CONDUCT

The global minimum standard for responsible business conduct on which we base our approach provides a principles-based approach to social responsibility. Through that, we systematically relate to all the core elements of sustainability on which we can have negative impacts: human rights, the environment, and economic sustainability.

The standard is defined through the UN Guiding Principles on Business and Human Rights and OECD's Guidelines for Multinational Enterprises.



According to the UN and OECD guidelines, companies must as a minimum:

- *Have a policy for human rights, environment, and anti-corruption.*
- *Implement a due-diligence process in respect of the above areas.*
- *Ensure access to redress for rights holders and mending of damage through appropriate complaint mechanisms, where negative impacts have been established.*

6.2 THE UN GLOBAL COMPACT – THE FRAMEWORK FOR MOLSLINJEN’S CORPORATE SOCIAL RESPONSIBILITY

The UN Global Compact is the world’s largest CSR initiative, which Molslinjen joined in 2017. Each year, Molslinjen, together with thousands of other members, draws up a progress report in which we describe the work on translating the ten principles of the UN Global Compact to the company’s strategy and actions. The ten principles comprise human rights, including the International Labour Organization’s core employee rights; environment, including the climate; and anti-corruption. We translate the principles from the UN Global Compact through our systematic work on the UN and OECD guidelines.

We prepare this COP report as part of our membership of Global Compact. The report also serves to fulfil sections 99a about social responsibility, 99b about gender representation, and 99d about data ethics of the Danish Financial Statements Act. The Danish Financial Statements Act prescribes that companies must report on whether they have a policy for “social conditions and employee relations”. Molslinjen’s respect for human rights comprises all the elements stated in the explanatory notes to the act as examples of social conditions and employee relations. The policy also comprises the impacts on the basic rights that Molslinjen’s use of data might have. Finally, our work on environmental sustainability includes impacts on the climate. We thus find that all matters included in the legislation are covered by our CSR policy, which is described in the next paragraph. However, we have chosen to further detail our work on data in a specific policy for data ethics. We find that our regular impact analyses compared with all core elements of sustainability according to the UN and OECD guidelines create a solid and well-informed basis for not only identifying risks of impacts on stakeholders but also identifying sustainability risks for the company and thus meeting the expectation for double materiality analysis mentioned in the EU directive on corporate sustainability reporting.

7. KEY PERFORMANCE INDICATORS (KPI’S)

Our key performance indicators cover the core elements of our sustainability efforts. They are divided into four categories:

1. Process KPI’s of social responsibility;
2. KPI’s of CO2 phase-out;
3. KPI’s of the freedom of movement; and
4. KPI’s of a healthy and safe working environment.

In that way, we ensure that our KPI’s reflect the holistic and thorough process for due diligence as well as our strategic efforts to contribute to sustainable development.

7.1 PROCESS KPI'S

Indicator 1: : Follow-up on 2021 impact analyses for the Kattegat, Bornholm, and Western routes .

Result 2022:

In November-December 2022, a follow-up was conducted on the impact analyses for the Kattegat, Bornholm, and Western routes. In 2023, we expect to follow up on the 2022 impact analyses for the Kattegat, Bornholm, and Western routes as well as Kombardo Expressen.

	2017	2018	2019	2020	2021	2022	2023
The Kattegat route	[1. analyse]	✓	✓	✓	✓	✓	✓
The Bornholm route				[1st analysis]	✓	✓	✓
The Western routes					[1st analysis]	✓	✓
Kombardo Expressen						[1st analysis]	✓

Indicator 2: Preparing one new set of impact analyses annually, until all business areas are covered.

Result 2022:

In 2022, Kombardo Expressen prepared its first impact analyses on human rights, environment, and anti-corruption. This indicator is repeated annually. The plan is to prepare impact analyses on the new ferry route between Helsingør and Helsingborg next year.

2017: The Kattegat route	2018-2019: No new routes	2020: The Bornholm route	2021: The Western routes	2022: Kombardo Expressen	2023: Helsingør-Helsingborg
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Indicator 3: Sharing impact analyses with the employees

Result 2022:

Molslinjen wants to share its impact analyses proactively with the employees in the course of 2023. As we have been waiting for a cloud-based solution for this purpose, we have not reached our goals in 2022. We repeat the indicator for next year.

Indicator 4: Start update of a complaint mechanism at Molslinjen

Result 2022:

Molslinjen has postponed this action, as we expect to be able to establish a sustainability-related complaints board related to our impact analyses through an external supplier, csrCloud, in the course of 2023.

BART'S



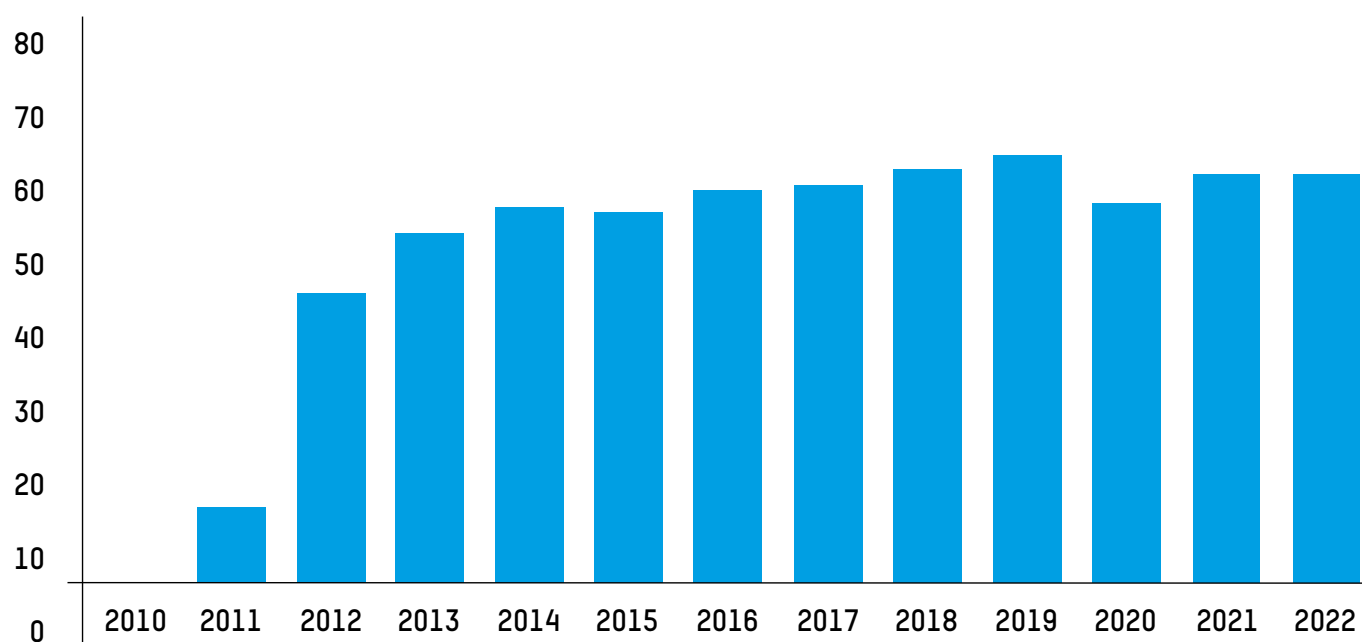
MOLSLINJEN FOCUSES ON REDUCING FOOD WASTE ON THE FERRIES.

7.2 KPI'S OF CO2 PHASE-OUT

Indicator 5: CO2 reduction per transported kg.

Result 2022: One of Molslinjen's main sustainability risks comes from the fuel consumption on our ferries. We have therefore chosen to focus strategically on reducing our fuel consumption as well as replacing fossil fuels with energy sources with a lower carbon footprint. For the same reason, we specifically highlight this environmental area under our key performance indicators. This indicator shows the accumulated CO2 reduction per kg in percent on the Kattegat route, which is the route from which we have the most emissions.

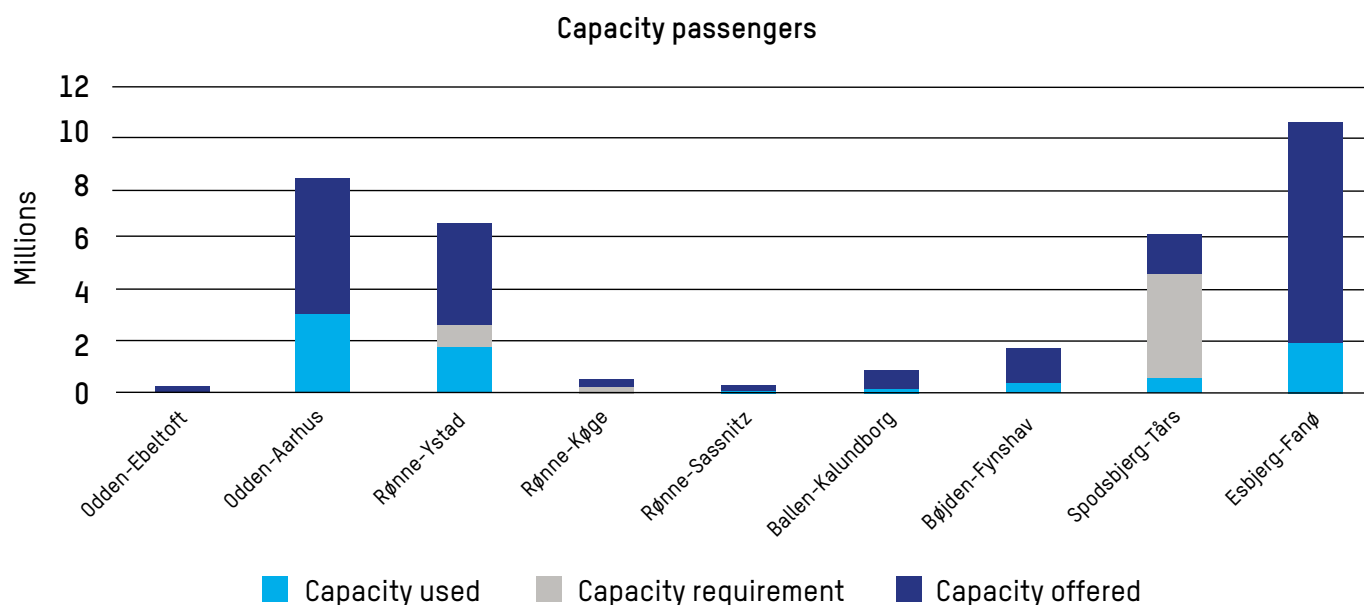
Accumulated reduction of CO2 emissions per transported kg in % on the Kattegat route



7.3 KPI'S OF THE FREEDOM OF MOVEMENT

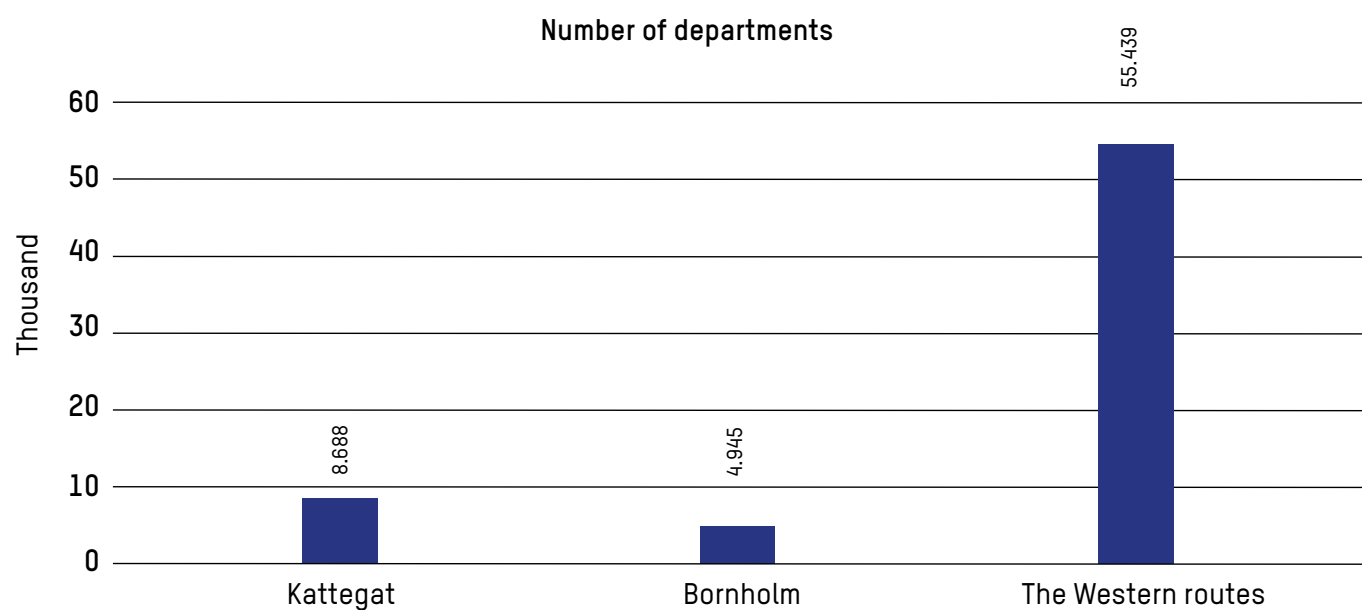
Indicator 6: Capacity (accessibility)

Result 2022: The below shows the passenger capacity in respect of the capacity requirement on three routes – as well as the number of transported passengers.



Indicator 7: Number of departures (accessibility)

Result 2022: Number of departures



In 2020, 0.5 percent of the departures on the Kattegat route, 1.1 percent of the departures on the Bornholm route, and 0.4 percent on the Western routes were cancelled.

Indicator 8: Routes (accessibility)
Result 2022:



Illustration of Molslinjen's routes. Light blue routes indicate ferry routes, the rest bus routes.

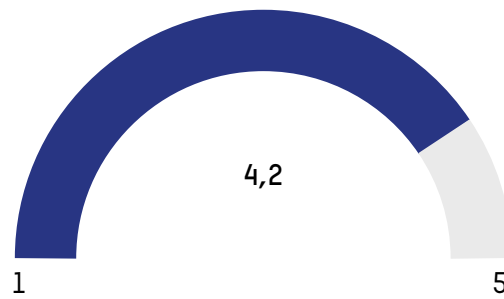
Indicator 9: Strategic collaboration with the Disabled People's Organisations Denmark (DPOD) on an examination of all ferries, including ferries that have been examined, together with the number of completed recommendations (accessibility and acceptance).

Result 2022: in 2022, we have continued our collaboration on Good Access with the Disabled People's Organisations Denmark. The collaboration means that all new ferries will be examined to establish their accessibility for persons with a disability. Based on that, we receive recommendations that we implement on a continuous basis. Apart from the collaboration on Good Access, we have joined the Sunflower network, which makes it easier for persons with invisible disabilities to access and move around on our ferries.

Indicator 10: Customer satisfaction (quality and acceptance)

Result 2022: More than 59,000 responses from our guests in 2022 show a high level of customer satisfaction across Molslinjen's routes. As an example, we score particularly high on the check-in experience, information before travelling, personal service, and boarding, whereas our restaurants, shop and children's play area score lower. We have great focus on improving the experience for our guests.

Overall experience to date



7.4 KPI'S OF A HEALTHY AND SAFE WORKING ENVIRONMENT

Indicator 11: Number of serious accidents for guests aboard the ferries

Result 2022: One accident on the Samsø route: A guest got their finger caught in an automatic door. In 2023, we will initiate an initiative to improve communication/signage, etc. to our guests.

Indicator 12: Number of occupational injuries

Result 2022: In the period from January to November 2022, we registered 47 occupational injuries, of which 21 caused at least one whole day of absence. That results in an LTIF score of 15.6. The goal for 2022 was an LTIF score of 14.5.



MOLSLINJEN

