

Welcome to Capital Markets Day at NNIT – September 18, 2023





Welcome to the more focused NNIT

- In June 2022, we decided to take an **important step** to focus our **business** and consequently divest our infrastructure business.
- The past months have been a period of transition and the off-set for our **new strategy**.
- We have **successfully closed the divestment** and have become a more focused company.
- The **implementation of our new strategy** is well underway, and we strongly believe in the long-term potential of NNIT.

Our group management team

Speakers on the agenda



Pär Fors
Chief Executive Officer



Carsten Ringius
Chief Financial Officer



Mark Ohrvall
Senior Vice President
Head of Region US



Jason Xing
Senior Vice President
Head of Region Asia



Ricco Larsen
Senior Vice President
Head of Region Europe



Kasper Søndergaard Andersen
Senior Vice President
Head of Region Denmark

Also available in the room



Signe Nelsson
Senior Vice President
Head of Human Resources



Lars B. Petersen
Senior Vice President
Communications, Marketing and Commercial Excellence

Agenda

- 10.00** Welcome and introduction to NNIT and our 2026 strategy and aspirations by Pär Fors
- 10.30** Q and A session
- 10.45** Region Europe and Region Asia update by Ricco Larsen and Jason Xing
- 11.40** Customer Case presentation I
- 11.55** Q and A session
- 12.10** Lunch
- 12.40** Region US and Region Denmark update by Mark Ohrvall and Kasper Søndergaard Andersen
- 13.20** Customer Case Presentation II
- 13.35** Financial aspirations by Carsten Ringius
- 14.00** Q and A session
- 14.10** Closing remarks by Pär Fors
- 14.15** Network and refreshments in the lounge



Our future state

In 2026, we are an industry leading employer and solution provider specialized in international life science and the Danish Public market



Industry-leading employer
with strong attraction, retention
and employee development



A truly **international company** driven by strong regions and an international management team



A **commercially savvy** company where everyone acts as commercial leaders



A **leading international life sciences** solution provider within R&D, Manufacturing, Quality and Commercial areas



A **Public Denmark specialist** driven by our customized application expertise



Easy to deal with due to future-fit systems and processes

Strategy and Aspirations

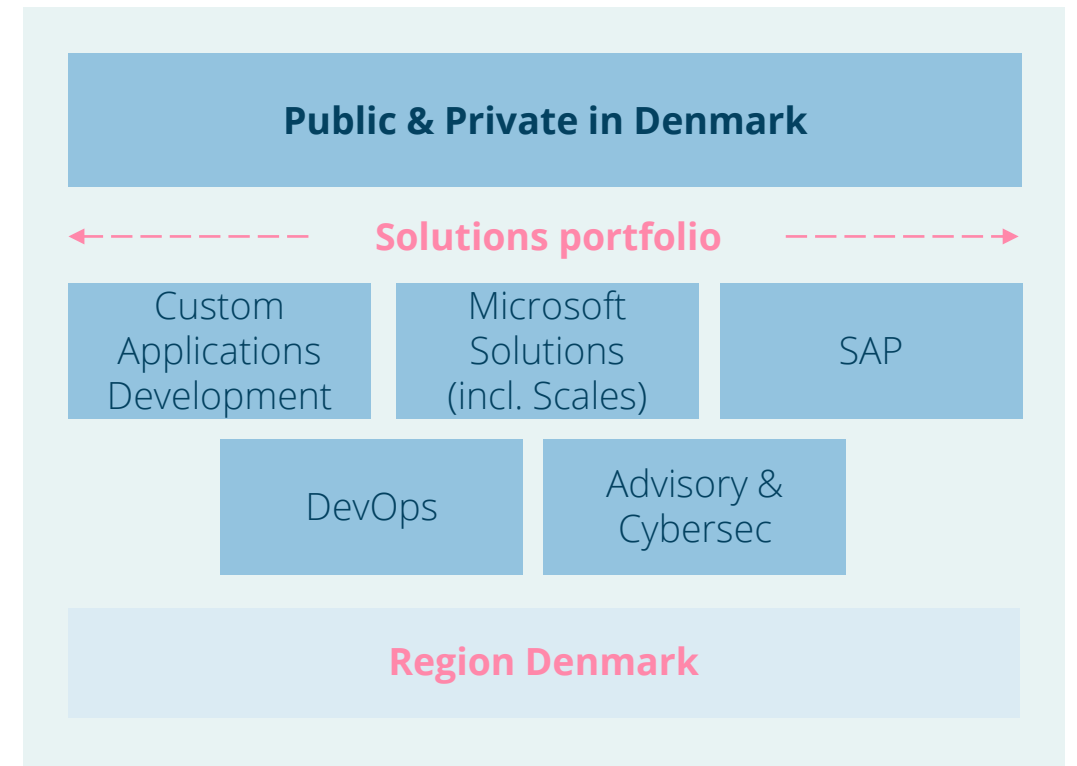
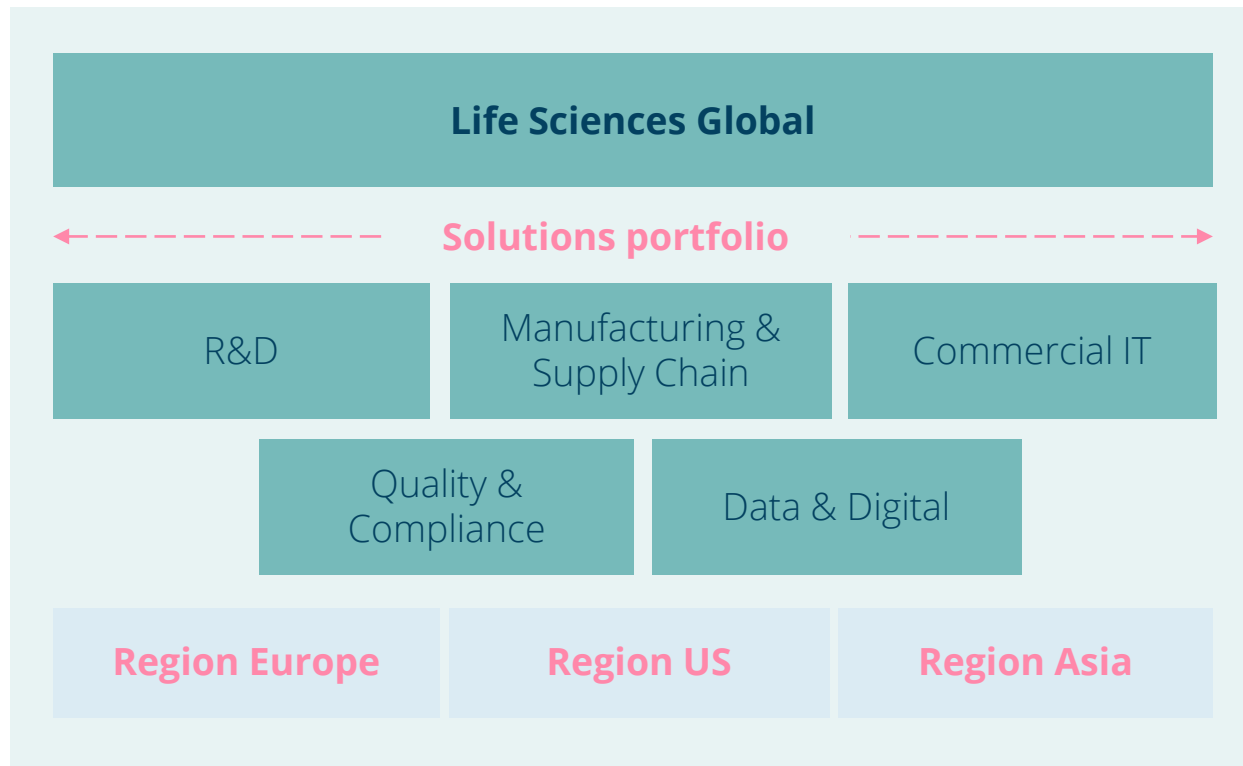
Pär Fors, CEO



Business approach

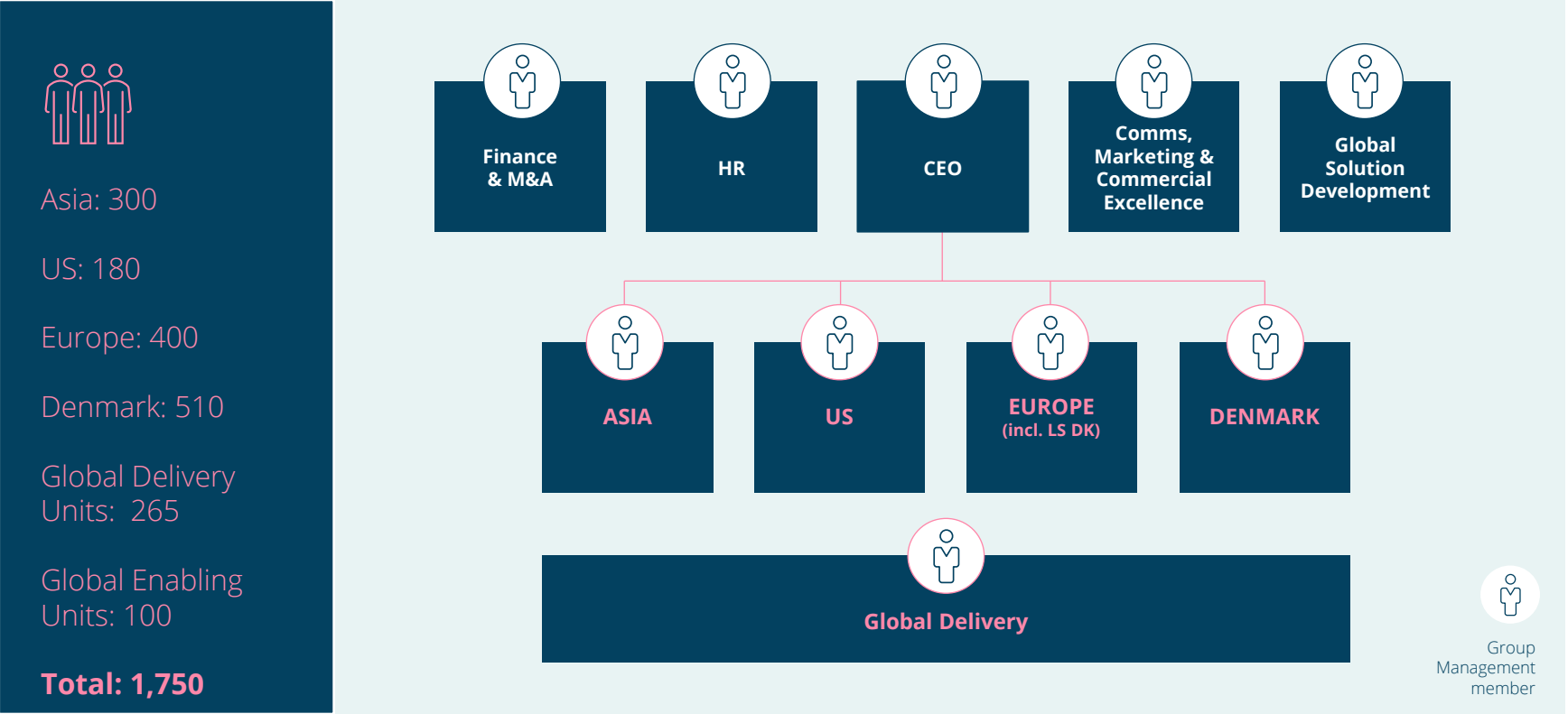
Together with our customers and partners, we bring digital transformation to life and make a mark. We target industries where regulatory demands, high complexity and quality of life is at play

Our solutions portfolio delivers a strong value proposition to specific customer needs with regional execution



Strategy execution with a new organization

We have increased proximity to our customers with an international group management team working in a regional structure




Asia: 300
US: 180
Europe: 400
Denmark: 510
Global Delivery Units: 265
Global Enabling Units: 100
Total: 1,750



Design principles

- Regional autonomy, and Profit & Loss responsibility
- Customer proximity
- Global coordination
- Sales responsibility in delivery functions
- Solution repeatability

This is why our customers value us

We have a strong and recognized value proposition




Industry mastery

Excellence in the industries we serve




Business first approach

Business needs rather than the technology




Digital solutions that work

We advise and build sustainable digital solutions that work for patients, citizens, employees, end users or customers



Superior quality

We are driven by delivering superior quality to all our customers



Seamless customer experiences

Long-lasting customer relations through customer centricity



Focus towards 2026

OUTGROWING THE MARKET



We aspire to **grow faster than the market** i.e. take market shares

DOMAIN FOCUS



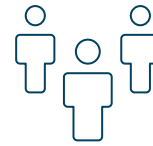
Building domain and tech competencies in selected parts of the global life sciences value chain and the Danish Public sector

REPEATABILITY



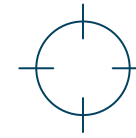
Continued investments in bringing new **repeatable services** to the market

INTERNATIONAL MINDSET



New organization catering to **regional autonomy** to meet local market needs

ACQUISITIONS



Focused M&A approach to support our new strategy

Financial performance and expectations

H1 2023

Revenue growth

15.6%

Operating profit margin
before special items

5.4%

Upgraded outlook

Revenue growth

~15%

(previously ~10%)

Operating profit margin
before special items

~6%

(previously ~5%)

Towards 2026

Revenue growth

~10%

CAGR organic

Operating profit margin

~10 to 13%

Yearly average Group operating profit
margin before special items

Questions and answers

Region Europe update

Ricco Larsen, Senior Vice President





Ricco Larsen

+20 years of NNIT leadership experience internationally within most dimensions of our business

Specialized in the life sciences domain and solution areas, strategy, M&A and sales and delivery execution internationally



International leadership team in R&D, Manufacturing & SC, Quality & Compliance, Data & Digital and Client Engagements



400 employees in multiple locations in Germany, Switzerland, UK, Ireland, The Czech Republic, Poland Italy, Spain and Denmark



H1 2023
Revenue DKK 231m (0%)
Operating profit margin
-0.4% (+6.1%-p)

Key global life sciences trends

3 key trends shape the future of the life sciences industry



New market dynamics

Patent cliff
Rare diseases
Personalized treatments



New regulatory scrutiny

Medical devices
Software as medical devices
New market entrants

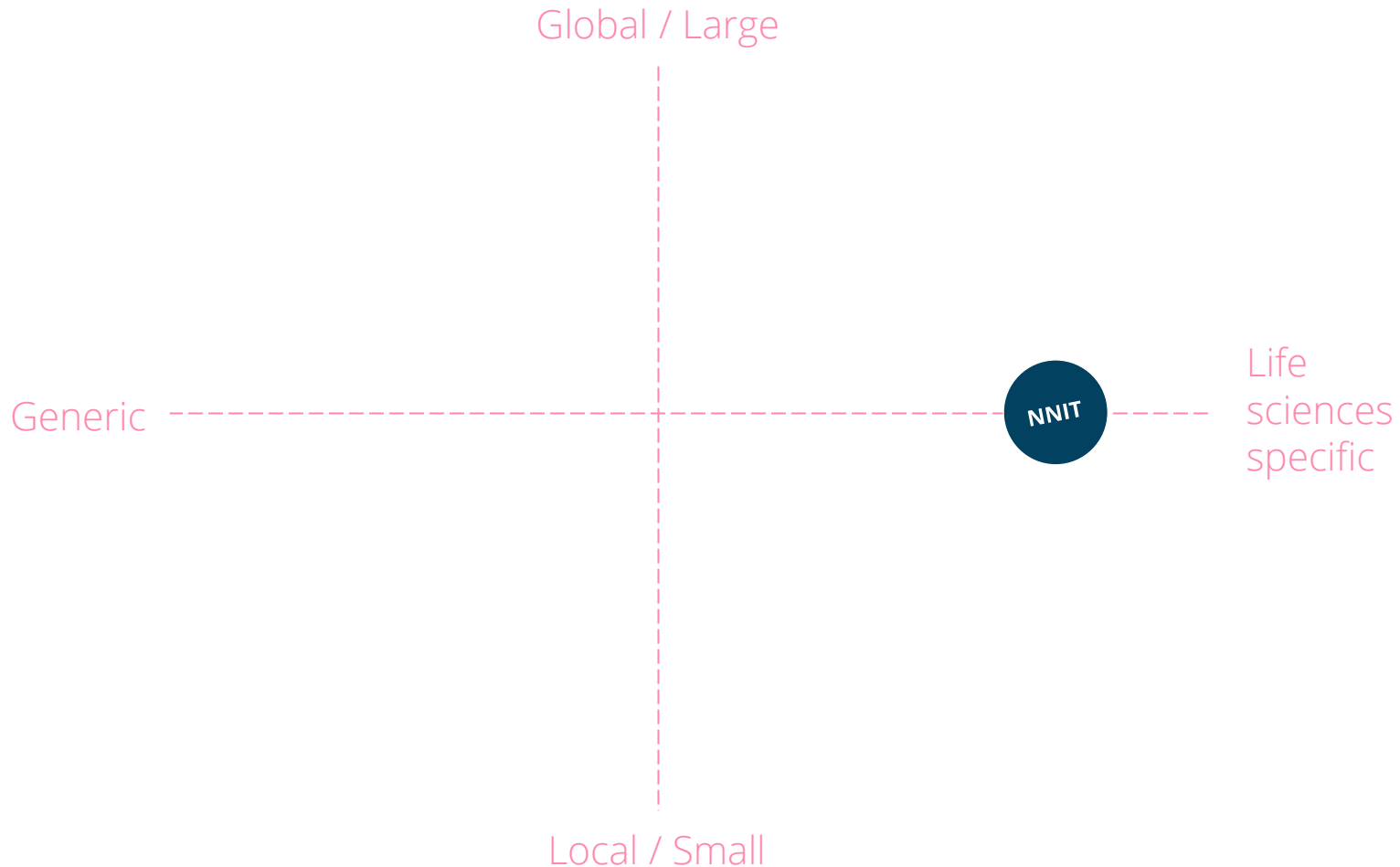


New technology advances

Data enablement
Robotics
AI

The global life sciences industry competition

We have a unique position in a fragmented competitive market with presence of globals, local “house providers” and life sciences niche specialists



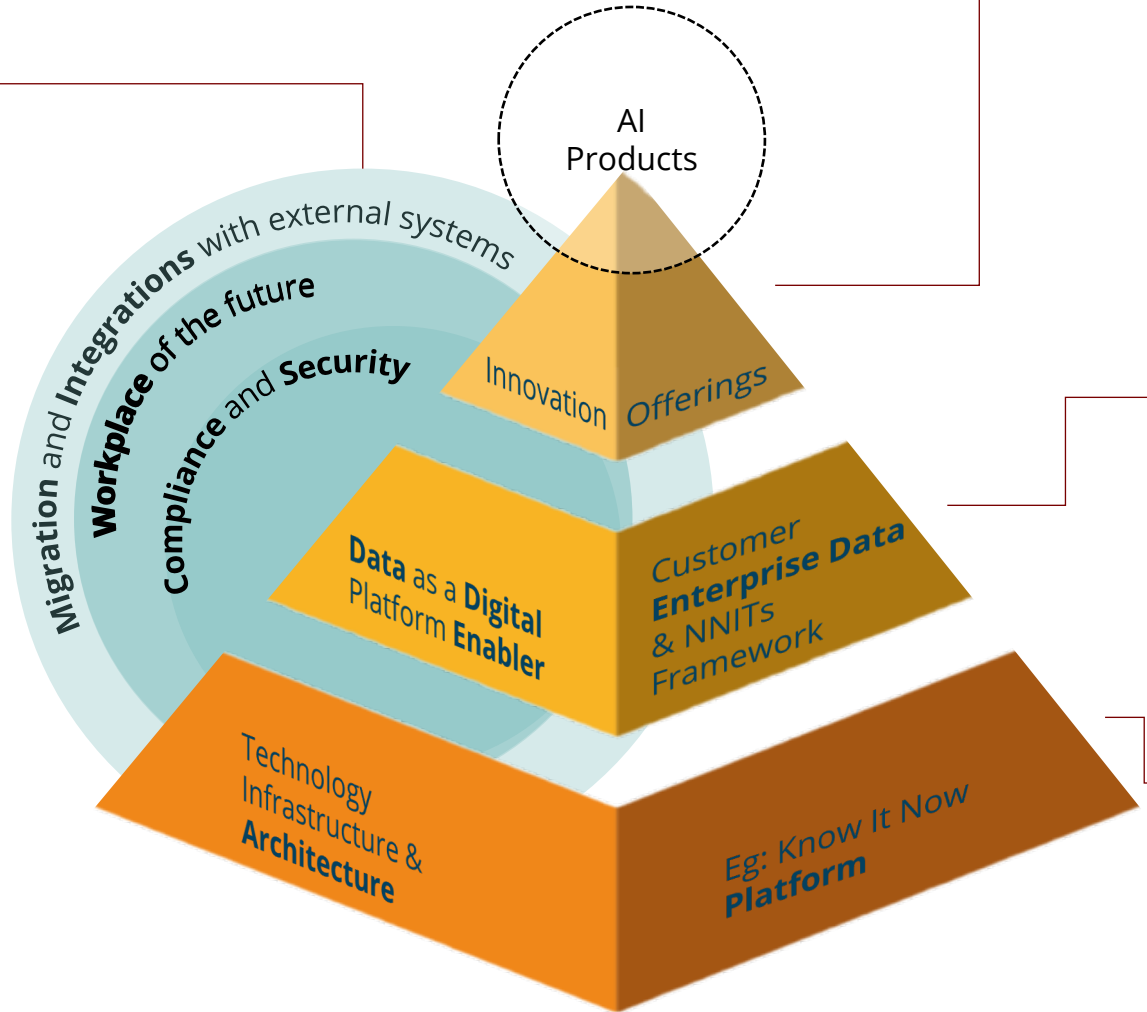
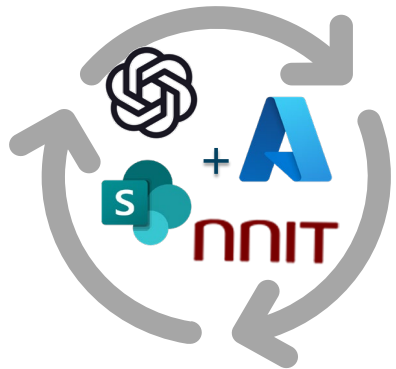
1. Strong focus on selected core domains where we build depth and breadth. This is recognized by leading analyst companies
2. Good fit with Midsized companies anchored in our industry focus and quality mindset
3. Ability to meet multi-national companies' needs in selected niche areas with our scale and global delivery model
4. Local autonomy and presence in regions allows for solutions adaptations to local needs and regional differences in regulation

The NNIT approach to AI in Life Sciences

NNIT is driving the AI agenda in global life sciences

4 Workplace of the future

Industry 4.0 and the future R&D Organizations are connected. With NNITs Migration Powerhouse, Integration services, Data offerings and Microsoft we combine these systems with state-of-the art innovation



3 NNIT's Product Catalogue

AI Products that are repeatable and scalable for SMB and Enterprise Customers (eg. TrialTalk, MES Instructor)

2 NNIT's Life Science Expertise

With the customer data set NNIT can deliver services that range from CRO oversight, Reporting, Data Cleaning & more across the LS Value Chain

1 NNIT's AI Platform

A plug-and-play architecture that can utilize state of the art AI models. On premise or in the Cloud.

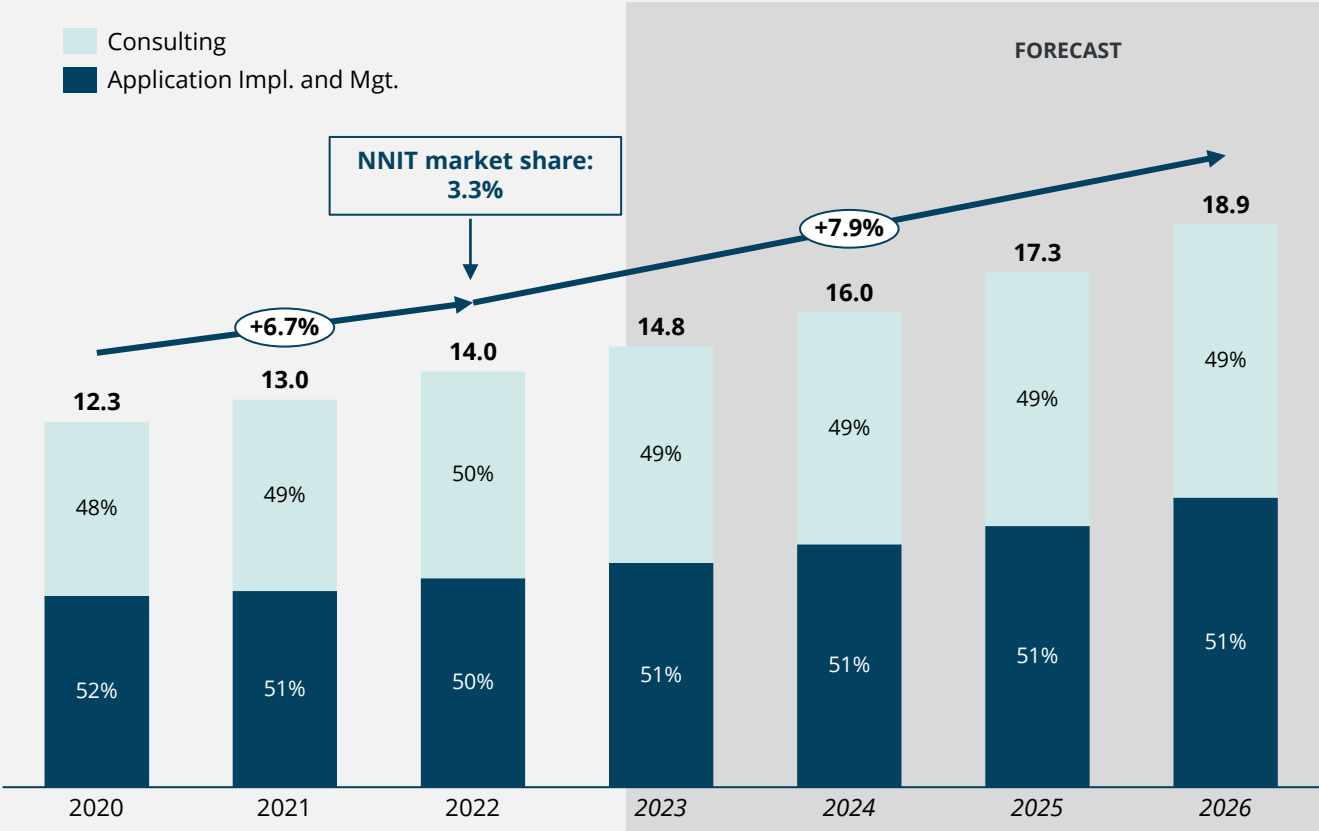
The Western European market size and growth

Healthy growth in Region Europe at ~8% within core delivery areas. Main geographical markets are UK, Switzerland, Germany, Ireland and Denmark

ADDRESSABLE MARKET SIZE FOR IT SERVICES REGION EUROPE

CAGR
2022-26, %

BnDKK, % CAGR



Source: Gartner and NNIT

Key takeaways:

1. Solid market growth outlook in Region Europe despite current global turmoil
2. NNIT current market share ~3% leaves room for continued growth with existing as well as new customers
3. NNIT has strong local representation in most Life Sciences hubs

Market gameboard for Region Europe

We will maintain current strategic strong-holds across the value chain while pursuing new growth in selected customer segments and pockets

→ **OUR MARKET PRESENCE**

■ Growth area
 ■ Maintain
 ■ Deselected

Value chain area

	RESEARCH & DEVELOPMENT	QUALITY & COMPLIANCE	MANUFACTURING & SUPPLY CHAIN	COMMERCIAL IT	DATA, AI & DIGITAL
MULTI-NATIONAL CORPORATIONS	Maintain	Maintain	Growth area	Deselected	Maintain
MID-SIZE CORPORATIONS	Growth area	Growth area	Growth area	Deselected	Growth area
SMB	Deselected	Deselected	Growth area	Deselected	Deselected

Customer group

KEY TAKEAWAYS

1. We remain focused on core life sciences domains within R&D, Manufacturing & Supply Chain, Quality & Compliance and Data & Digital
2. We target growth in Mid-size Corporations, and maintain stronghold with MNCs
3. We have deselected focus on SMBs and Commercial IT due to lower maturity and/or lower regulatory requirements



Focus in NNIT Region Europe

- We want to uphold our position as a leading trusted partner for life sciences in Europe
- We will continuously grow our solid customer base by increasing our share of wallet and diversifying our engagements
- We will maintain a future proof solution portfolio within our selected core life sciences domains and attract new customers
- We will overcome regional diversity by leveraging our proximity differentiator and cultural fit to our customers



Our Core Differentiators



Industry Domain
Expertise



Market Presence
and Proximity



Quality Mindset and
Delivery Excellence

Region Asia update

Jason Xing, Senior Vice President





Jason Xing

+16 years of NNIT leadership experience within most dimensions of our Asian business

Specialized in commercial excellence, global delivery, digital transformation, organisation development, digital solutions in life sciences domain, strategy, and sales



Experienced leadership team in R&D, Manufacturing & SC, Quality & Compliance, Commercial and Client Engagements



300 employees in 4 locations: Singapore, Shanghai, Tianjin and Beijing



H1 2023
Revenue DKK 74m (+7%)
Operating profit margin -18.9% (-1.5%-p)

Market size and growth

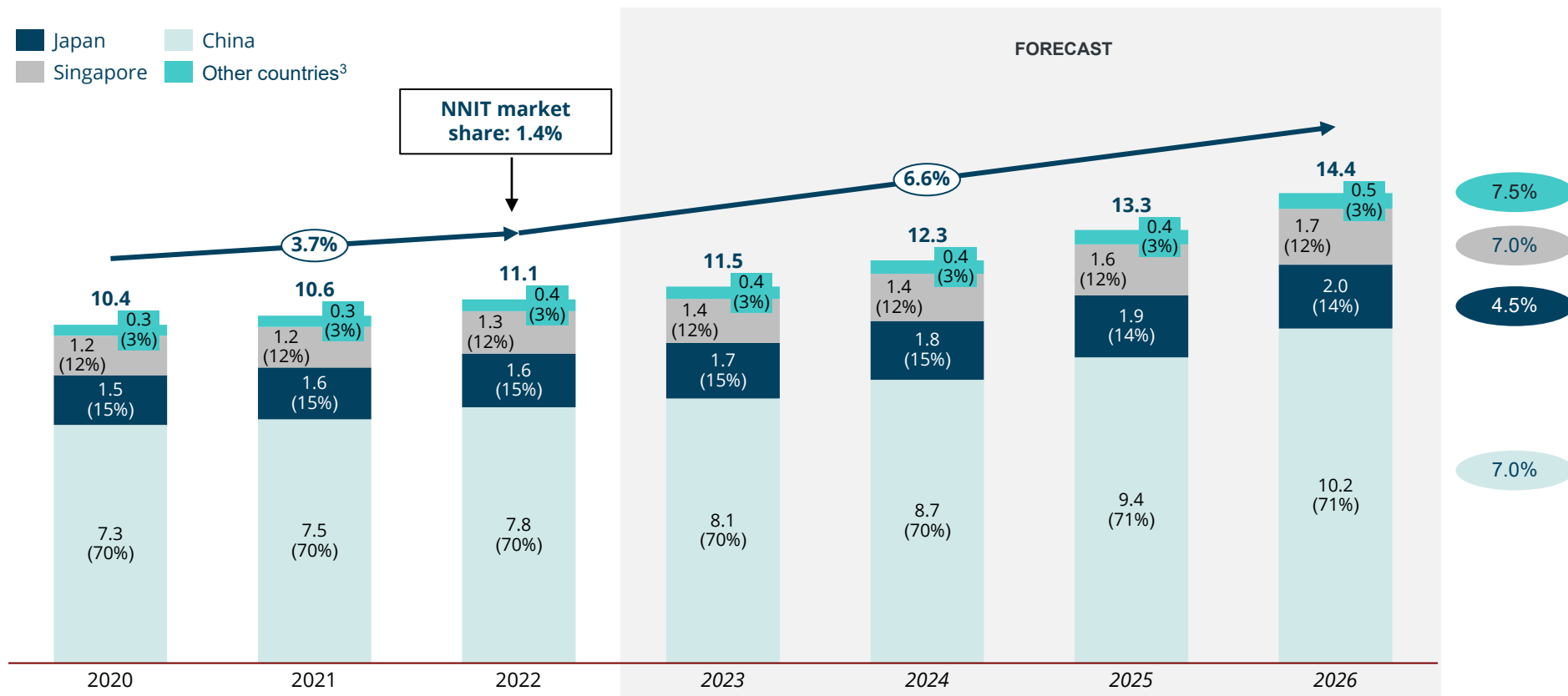
Region Asia is highly consolidated into three countries – China, Japan and Singapore constituted ~97% of the market in 2022

ADDRESSABLE MARKET SIZE FOR IT SERVICES REGION ASIA

BnDKK, % market share

CAGR

2022-26, %



Key takeaways:

1. Solid growth outlook in Region Asia, mainly driven by China, Japan, and Singapore
2. Macro-economic slowdown in China in 2023 impacts Region Asia financial results. Mitigating actions have been taken
3. Current market share of 1.4% gives us room for growth

Source: Gartner and NNIT estimate

Market gameboard for Region Asia

We will remain focused on commercial IT, Quality & Compliance and Manufacturing IT, while building services in R&D and Data & AI

→ **OUR MARKET PRESENCE**

■ Growth area
 ■ Maintain
 ■ Deselected

Value chain area

	RESEARCH & DEVELOPMENT	QUALITY & COMPLIANCE	MANUFACTURING & SUPPLY CHAIN	COMMERCIAL IT	DATA, AI & DIGITAL
MULTI-NATIONAL CORPORATIONS	Growth area	Deselected	Maintain	Maintain	Growth area
MID-SIZE CORPORATIONS	Deselected	Maintain	Growth area	Maintain	Growth area
SMB	Deselected	Maintain	Growth area	Maintain	Deselected

Customer group

KEY TAKEAWAYS

1. We sustain strong presence in commercial IT, Manufacturing IT and Quality & Compliance
2. We target to broaden the growth in manufacturing IT and Data and AI area
3. We will explore the opportunities in R&D area by collaboration with Region US



Focus in NNIT Region Asia

- We want to maintain our Singapore business momentum while ensuring we succeed with bringing China back in green
- We will focus on Multi-National Corporation regional offices in Asia, and regional Bio-tech
- We aim to continuously grow key accounts by diversifying our service engagements
- We will focus on selected service areas in Manufacturing & Supply Chain, Quality & Compliance and Commercial Solutions



Our Core Differentiators



Industry Domain
Expertise



Market Presence
and Proximity



Quality Mindset and
Delivery Excellence

Case: The UNITY program @ Boehringer Ingelheim Charlotte Øbakke, Manager



Introduction

World's largest implementation of its kind with more than 75,000 users

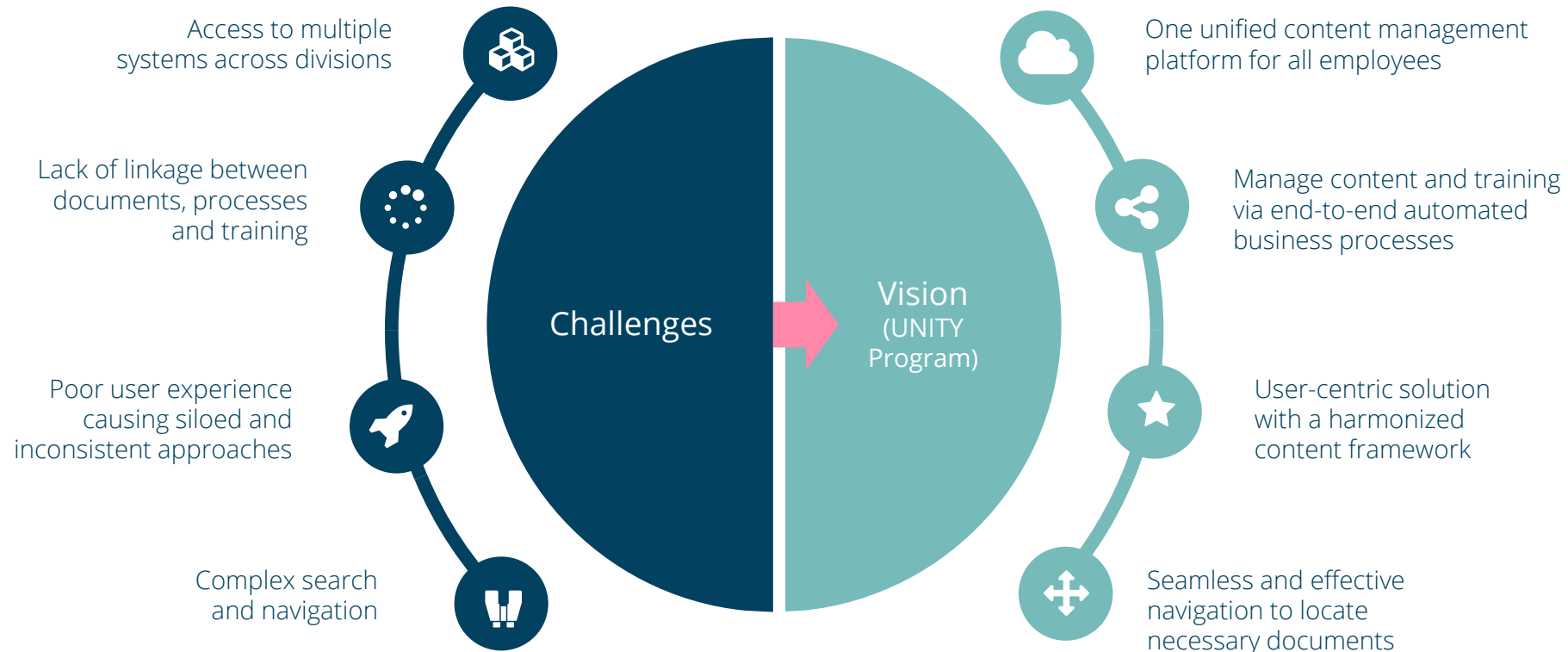
Quality management and documentation is **mission critical** for life sciences companies – with a significant optimization potential by means of **digital transformation**



Boehringer Ingelheim is a research-driven group of companies dedicated to the **discovery, development, manufacture and marketing** of innovative health care products

- Two business units **Human Pharma** and **Animal Health**
- Founded in **1885** and family-owned
- **75,000** internal and external employees
- **130** markets

Boehringer Ingelheim Challenges & Vision



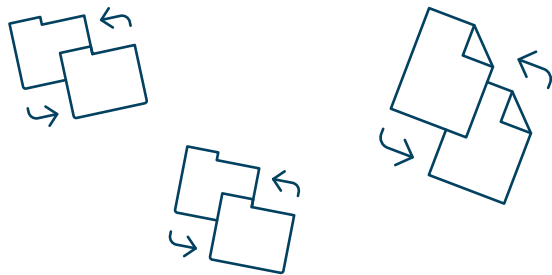
Boehringer Ingelheim change journey

AS-IS Landscape

Scattered document landscape caused by several years of silo-oriented document lifecycle management, resulted in:

- > 1,300,000 controlled documents
- > 600 document types
- > 500 attributes

Document landscape inconsistent and detached from related business processes

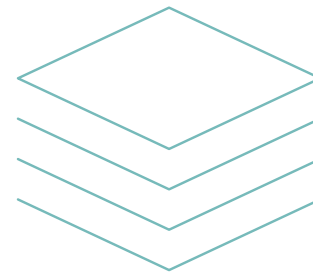


TO-BE Landscape

Harmonized and simplified document landscape

- > 1,300,000 controlled documents
- 50 Document types
- 60 Attributes

Document landscape structured and data linked to the business processes



A journey to digitalize quality management and content

Replacing legacy
content management
system

Veeva Vault QualityDocs
as the new enterprise-
wide platform

To have one unified
content management
platform for all employees

A multi-year
and 4 phased
journey

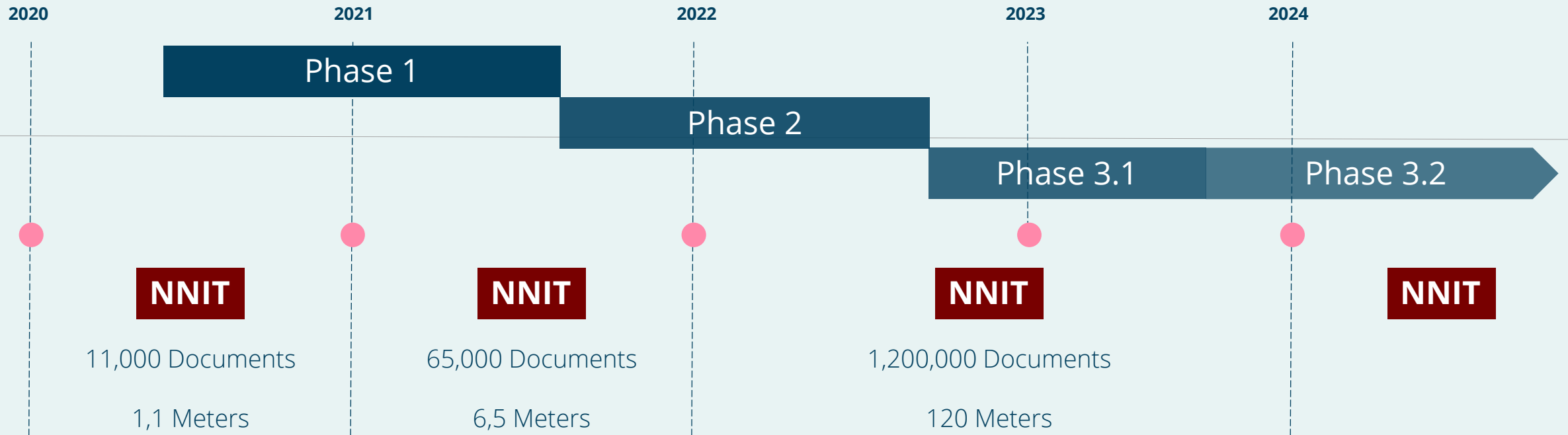
What

With

Why

How

A journey to digitalize quality management and content



NNIT's added value

NNIT has guided Boehringer Ingelheim on streamlining and aligning content, data and usage to promote consistency, compliance and system utilization

NNIT engagement and solution

NNIT streams involve:

+50 leads & consultants across sixteen nationalities from NNIT globally

Program / Project Management

Business Process Analysis

Integration

Migration of +1.3 mio Documents

OCM (Communication, Change & Training)

Validation & Test

NNIT is committed to Boehringer Ingelheim and the continuous journey within:

- The UNITY program – additional scope, ongoing release cycles and added benefits being provided by the platform
- Engagements in several other Veeva programs and digital transformation initiatives within e.g., Regulatory Affairs and the Clinical domain areas

Veeva
Services
Partner

Migration Certified

Veeva
Premiere Services
Partner
2023

Development Cloud

Finally, the program has served as a reference and back-bone for our Veeva engagements across the Life Sciences value chain – thus, utilizing and developing our strongholds and **proven solution concept within the NNIT Veeva Powerhouse**

Questions and answers

Lunch
(until 12.40)

Region US update

Mark Ohrvall, Senior Vice President





Mark Ohrvall

+3 years of NNIT leadership experience and +30 years of international life sciences experience

Former Global Information Officer in large pharma. Specialized in business development, high tech innovation, large program management, strategy, M&A, sales and delivery



'Business First' leadership team in R&D, Quality, Compliance, Manufacturing Data & Digital and Client Engagements



180 employees across the US on multiple locations serving Enterprise and SMB customers



H1 2023
Revenue DKK 202m (+37%)
Operating profit margin 9.9% (+21.5%-p)

Market size and growth

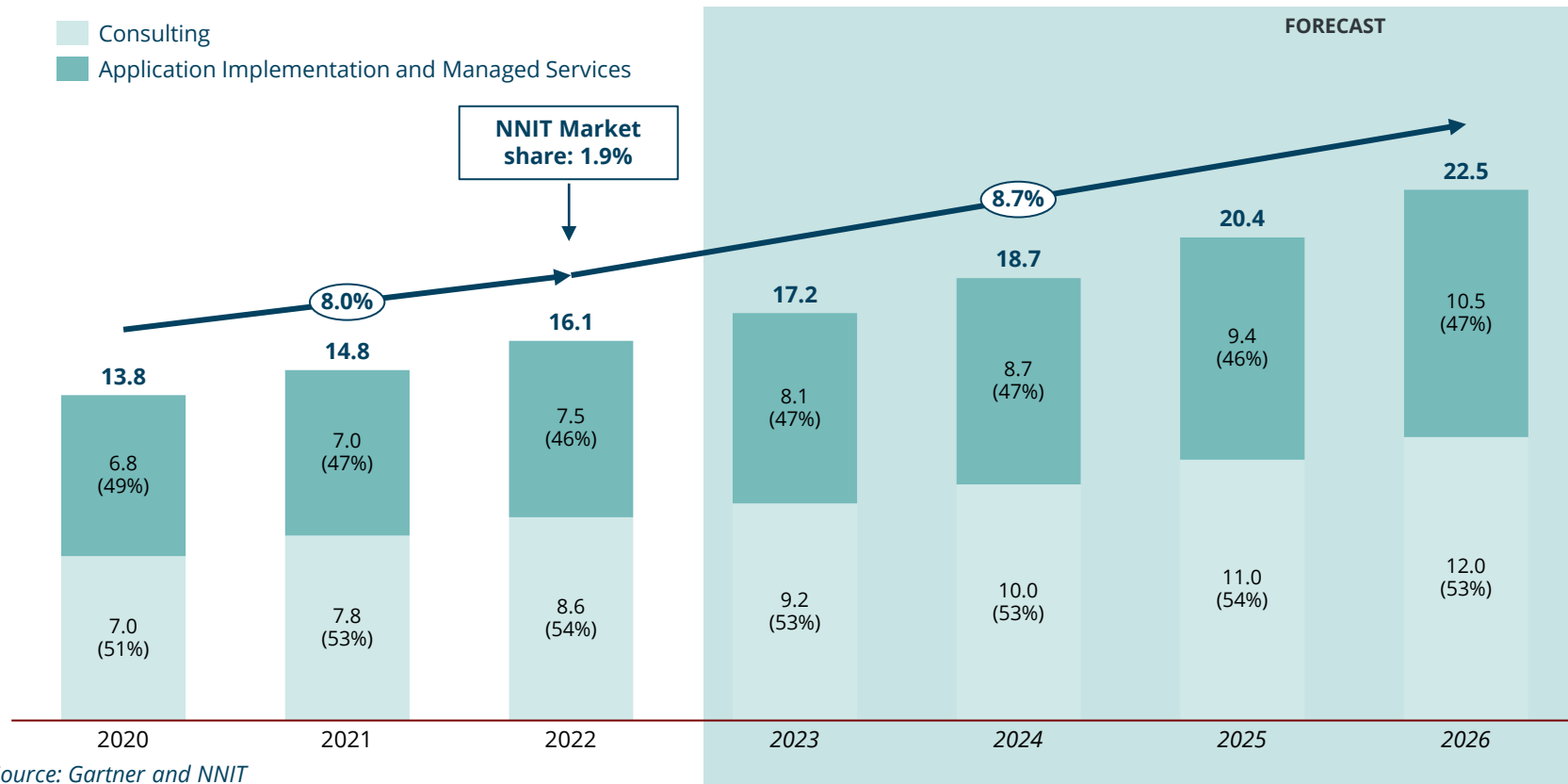
The addressable US market reached ~16 bnDKK in 2022; forecasted CAGR to be ~9% from 2022-26

ADDRESSABLE MARKET FOR IT SERVICES SPENDING IN LIFE SCIENCES, US

BnDKK, % CAGR

CAGR

2022-26, %



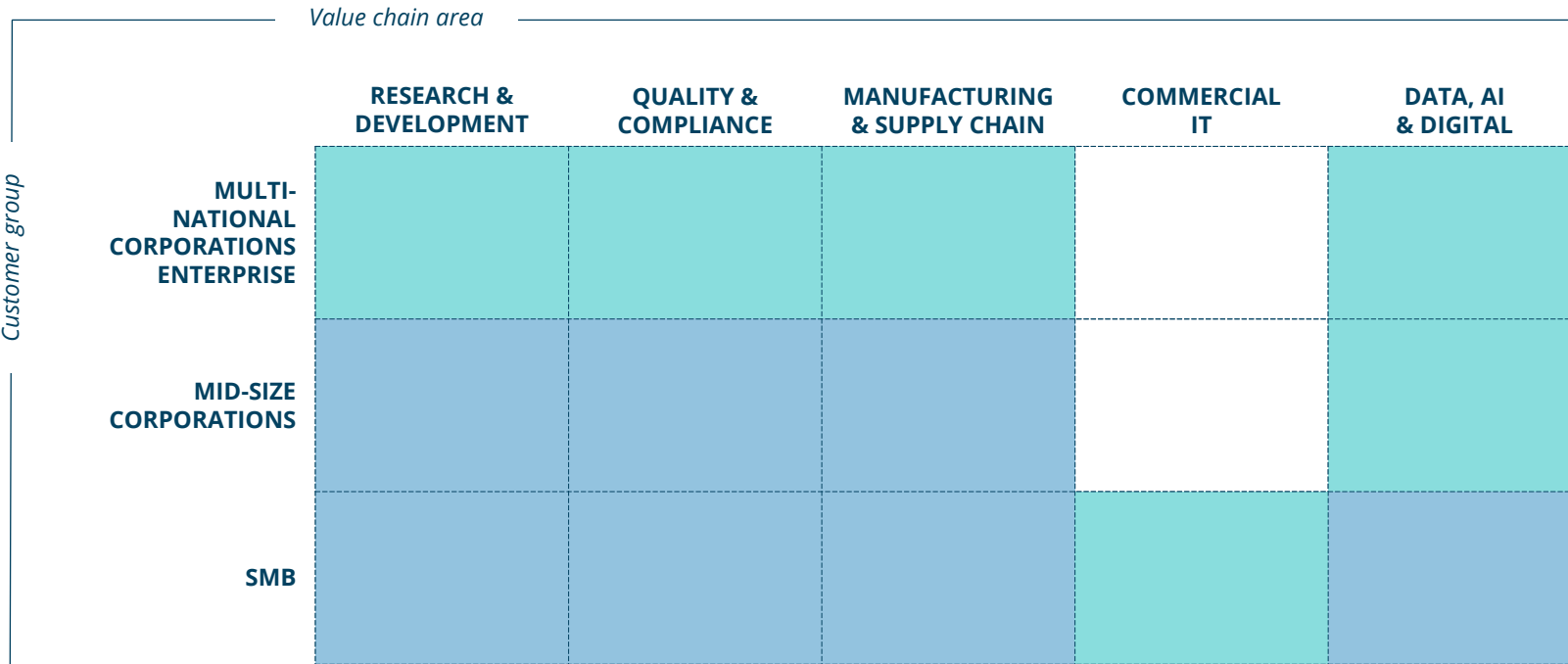
Source: Gartner and NNIT

Key takeaways:

1. 'Open' healthcare market drives innovation and investment in novel molecules
2. We focus on Enterprise customers as specialists and SMBs as single supplier partner for growth across the LS value chain
3. Revenue diversity (i.e. projects, solutions and services) ensures growth during market challenges

Market gameboard for Region US

We focus primarily on R&D and quality, but simultaneously look to build a small presence in manufacturing. Commercial IT is deselected



KEY TAKEAWAYS

1. Significant improvement in the last 18 months offering new business areas and solutions
2. Added many new logos diversifying revenue streams including managed services
3. Manufacturing is emerging from strategic resource placement to broader programs
4. Unique LS solutions create market differentiation and thought leadership



Focus in NNIT Region US

- We will continue our growth as a trusted partner for life sciences
- We will increase our customer base while expanding existing customers growing our engagements and increasing deal sizes
- We will diversify our revenue pipeline with solutions and services that create long-term engagements
- We will increasingly promote the NNIT brand in the US through specific and targeted campaigns



Our Core Differentiators



Industry Domain
Expertise



Market Presence
and Proximity



Quality Mindset and
Delivery Excellence

Region Denmark update

Kasper Søndergaard Andersen,
Senior Vice President





Kasper Søndergaard Andersen

+14 years of NNIT experience within most dimensions of our business

Specialized in strategy execution, operational excellence, commercial excellence, IT automation and global delivery management



International leadership team in Microsoft, SAP Custom Application and Advisory Engagements



510 employees in five locations in Denmark



H1 2023
Revenue DKK 330m (+19%)
Operating profit margin 12.1% (+8.9%-p)

Region Denmark comprises of two major segments

Region Denmark targets two key segments with strategic focus on the public sector



Key trends in the Danish market

3 key trends shape the future of the Danish market



Digital experience

Improved workflows benefits consumers, citizens and employees

New versions of digital options is expected

AI and low/no code models emerging



Digital debt and legacy systems

Ongoing modernization is necessary

Legacy systems pose a significant risk

Lack of talent



Cybersecurity and compliance

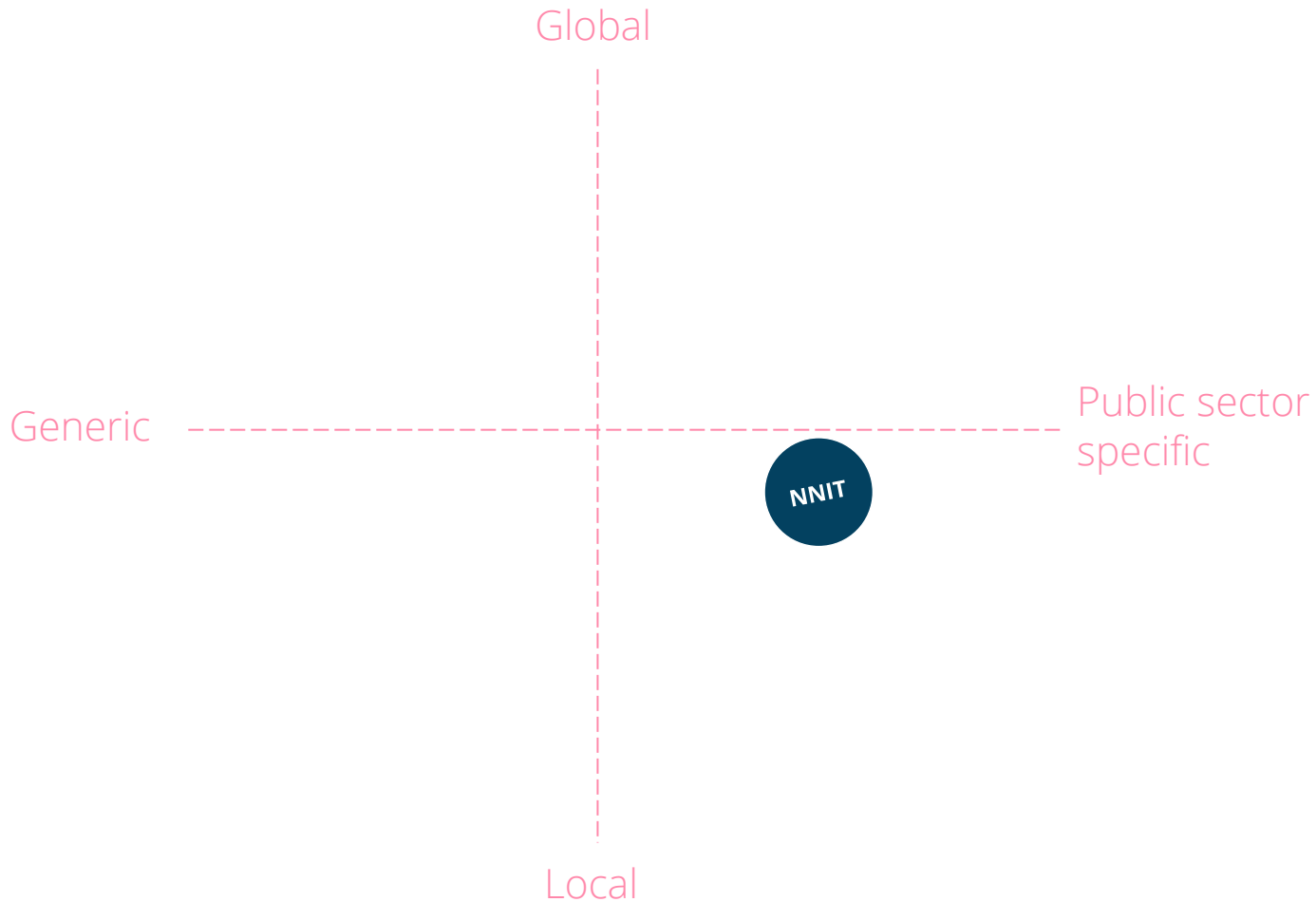
New threats and methods evolving still

Continued introduction of new compliance frameworks

Lack of talent

The Public sector competition

The Danish public sector market is competitive and dynamic. Vendors must demonstrate a strong track record of delivering high-quality services, reference cases and solutions to win



1. Our unique mix of a global/local delivery model coupled with deep domain and processes knowledge rooted in a solid technological foundation sets us apart from our core competitors
2. Domain Knowledge: Case-handling, pay-out processes, transparency and compliance to DK law etc.
3. Public sectors specialists across our entire value chain from sales & pre-sales, solution specialists and technical architects, developers, program managers and application managers
4. Proximity and trusted brand in a Danish context. IT decision-makers score us very high on 'Good at Implementing' and 'Good at understanding our business' (Source: MyImage 2022)

Market size and growth

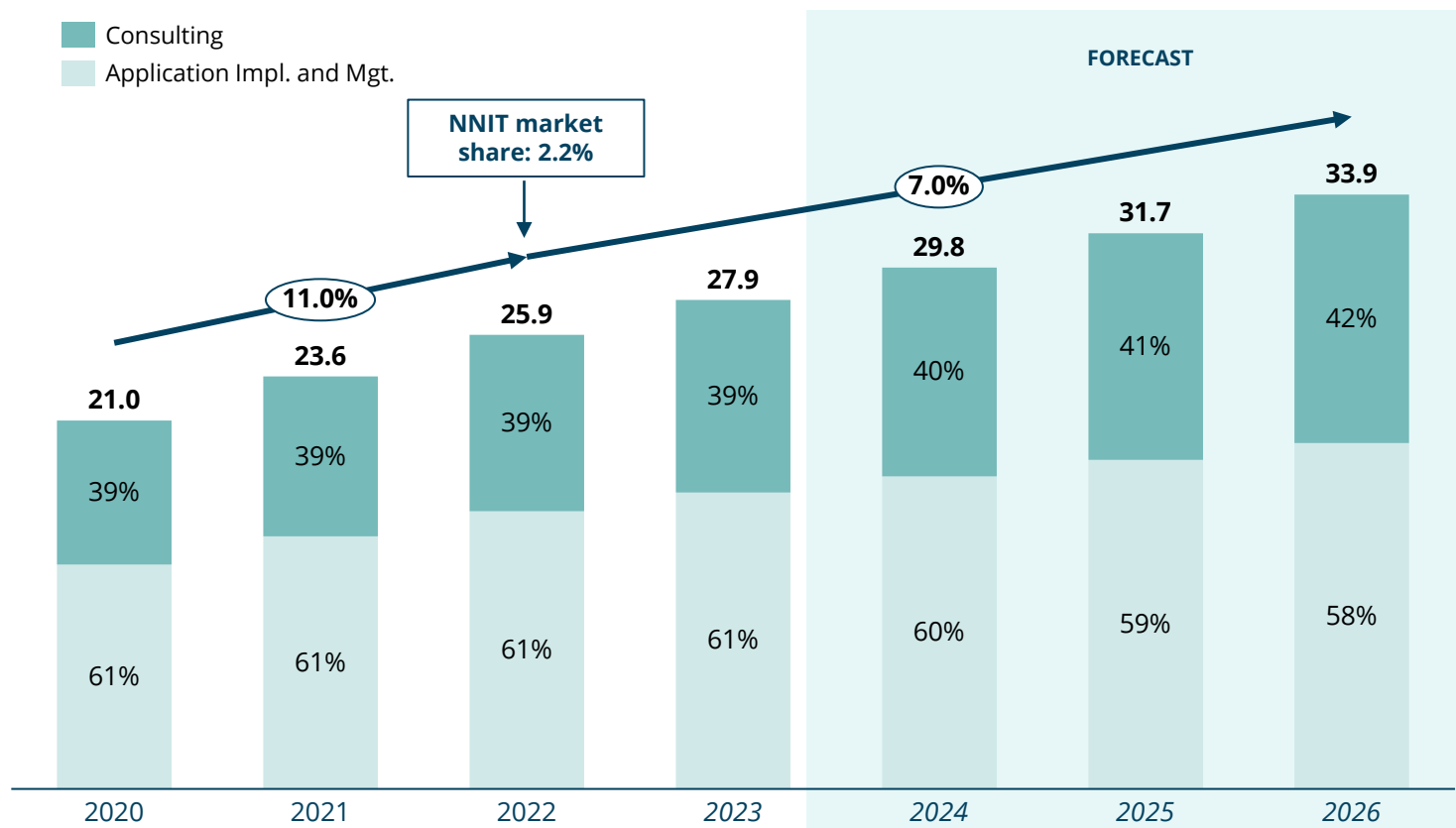
Healthy growth in Region Denmark service areas. Historic 11% market growth and forecasted 7% CAGR 2022-'26

ADDRESSABLE MARKET FOR IT SERVICES SPENDING IN REGION DK¹

BnDKK, % CAGR

CAGR

2022-26, %



Key takeaways:

1. The public segment represent a significant share of the market and has a recession proof character
2. Continued digital transformation of the public sector expected
3. Strong Microsoft presence and growth in Denmark well aligned with NNIT positioning in both public sector and other sectors
4. Central government and private/public companies are a core focus segment for custom applications development

Notes: 1) Covers all verticals

Market gameboard for Region Denmark

We are well-positioned in the public space for CAD in central government and public/private companies and wish to grow our advisory footprint. We target primarily large to mid-size corporations in our SAP and MS solutions areas

→ **OUR MARKET PRESENCE**

■ Growth area
 ■ Maintain
 ■ Deselected

Value chain area

		CAD	DEVOPS	SAP	MICROSOFT (INCL. SCALES)	ADVISORY & CYBERSEC.
PUBLIC CUSTOMERS	MINISTRIES & AGENCIES	Growth area	Maintain	Growth area	Growth area	Growth area
	REGIONS & MUNICIPALITIES	Deselected	Growth area	Deselected	Deselected	Growth area
PRIVATE CUSTOMERS	MULTINATIONAL CORPORATIONS	Deselected	Growth area	Maintain	Maintain	Growth area
	MID-SIZE CORPORATIONS	Growth area	Growth area	Growth area	Maintain	Maintain
	SMB	Deselected	Deselected	Deselected	Growth area	Deselected

KEY TAKEAWAYS

1. Significant market potential in the public sector centered on central government
2. Good fit with mid-sized customers with our solutions portfolio
3. Strong market drivers within advisory especially on cybersecurity and compliance



Focus in NNIT Region Denmark

- We aim to become the preferred IT partner in Denmark with AI and Cyber Security rooted offerings enhancing the digital experience for end users
- We want to conquer the Public sector in Denmark with our Custom Application and platform capabilities
- We want to establish NNIT as a leading SAP transformation partner
- We aim to become the preferred Microsoft Partner in Denmark



Our Core Differentiators



Domain Knowledge



Delivery Model



Platform Focus

Case: ATP Parental Leave

Jens Maagøe, Vice President



Facts

ATP Parental Leave System

- Case management system – pay out appr. DKK 11 billion p.a. parental leave benefits
- Recognized as a domain with complex and dynamic legislation
- Appr. 2 million citizens in system (parents and children)
- Contains data of approx. 100,000 organizations/ companies
- Sensitive personal data, i.e., income, tax conditions, health conditions, registration of unemployment benefits and family relationships etc.
- No. of active cases during 2022: approx. 300,000
 - Incl. self-service, actual case work and phone support, issuing of digital and physical letters to manage parental leave for approx. 61,000 children born every year
- Supports case workers:

2013	2016	2021
Approx. 150	Approx. 110	Approx. 80





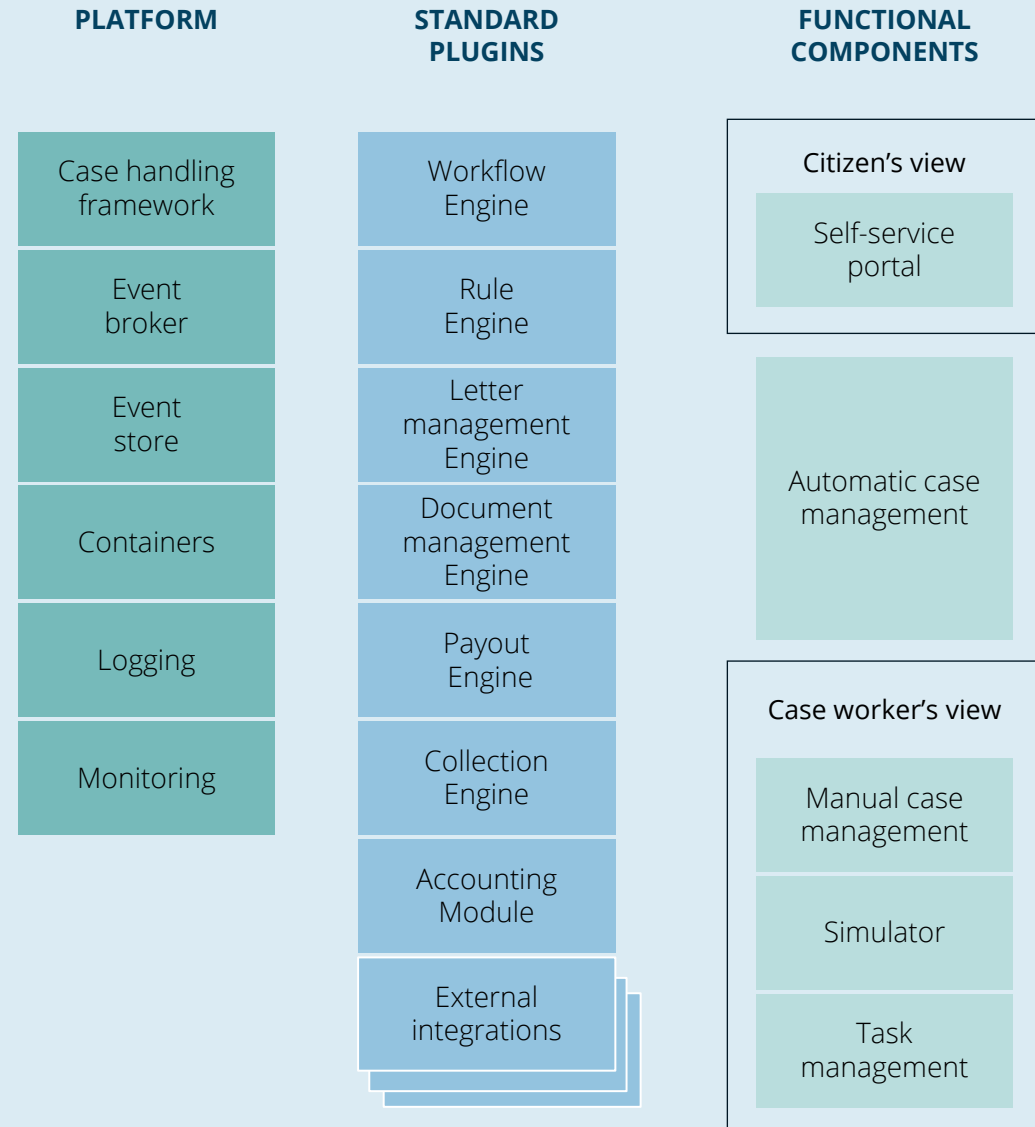
NNIT Parental Leave Solution

- **Contract with ATP won in 2014 and re-won in 2022**
 - Contract length: 6 years + option for 2*2 years
 - Scope: Advisory, Projects, Operations and Support
- **Domain is dynamic and highly regulated by legislation (EU and national)**
 - Completed and ongoing recent work include examples such as Earmarked parental leave, Leave for “Social parents”, Extra leave for parents of twins, New integrations (dynamic national infrastructure, e.g., MitID) and Ongoing GDPR and security compliance
- **Appr. 20 releases/year with full agile setup, highly automated release and test processes**
- **NNIT team size: 39 colleagues, highly skilled and with deep domain knowledge**

BorgerIT

Case Handling and Payout System

- BorgerIT is an offering for public organizations
- BorgerIT consists of a large number of reusable standard components that plug in to the Borger IT backbone.
- BorgerIT can be configured to specific customers' needs (through rule and workflow engines) or customized using custom developed plug-ins
- High focus on user experience, compliance, automation and performance during peak loads.
- BorgerIT captures 25 years of experience in developing case handling solutions for the Danish public sector
- Integrates with NNIT's development method which includes User journeys and high release & test automation frequency
- Uses state of the art technology, including microservices, event sourcing and containers



Danish Public Sector: Digital solutions developed for people by people

DOMAIN KNOWLEDGE

From complex legislation to efficient case management and payout systems

ENTIRE VALUE CHAIN AND SCALE

Extend the lifetime and improve functionality of your IT systems with Application Transformation

PROXIMITY, TRUSTED BRAND & PROJECT EXECUTION

Accelerate your digital journey with low-code

Put the user in focus, create smooth user experiences

Financial aspirations

Carsten Ringius, Executive Vice President & CFO



Early signs are promising

A step change has been taken. Strong momentum in the first half of 2023 leading to upgrade of full-year outlook

REVENUE GROWTH



15.6%

ORGANIC GROWTH



11.5%

GROUP OPERATING PROFIT MARGIN
BEFORE SPECIAL ITEMS



5.4%

The NNIT investment case

NNIT will grow its existing business utilizing its core assets alongside increasing profitability. Further opportunities to grow through M&A supported by robust balance sheet

01 | GROWTH



Well-positioned in globally attractive markets with **ample growth opportunities**

02 | PROFITABILITY



Leveraging existing assets and reducing cost base will **lift profitability**

03 | BALANCE SHEET



Poised for growth with **robust balance sheet** and leverage ratio of 0-1x

04 | M&A



Build on solid track record of acquiring and integrating companies to **accelerate growth through M&A**

Key assumptions

The financial aspirations for 2026 are based on assumptions of relatively stable market conditions and supplemented by annual guidance

TIME HORIZON



The aspirations cover the strategy period
2023 to 2026

BASELINE



The baseline for the aspirations is the current **FY 2023 outlook**

COST INFLATION



Able to **alleviate** impact of salary and cost inflation through pricing actions

INDUSTRY DEVELOPMENT



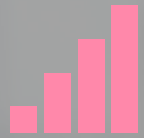
Our markets are expected to grow by **~8% CAGR**

MACROECONOMY



No deterioration of the global economy and stable exchange rates

Financial aspirations towards 2026



~10%
CAGR

ORGANIC REVENUE GROWTH



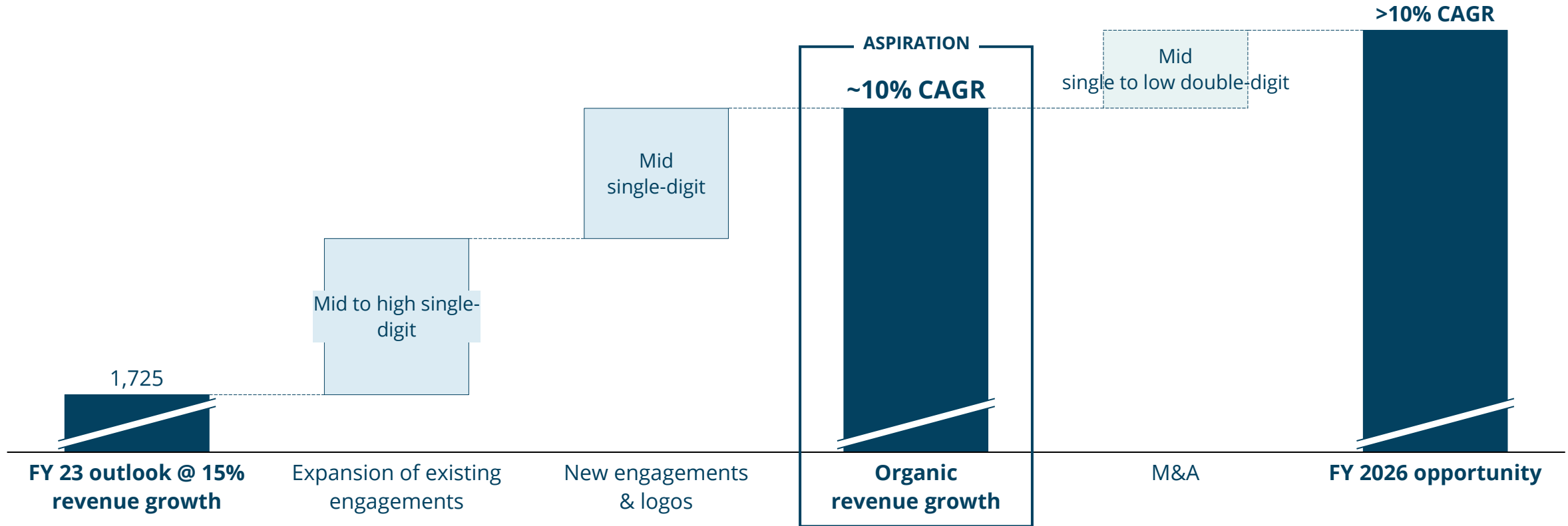
~10-13%

**YEARLY AVERAGE GROUP OPERATING
PROFIT MARGIN BEFORE SPECIAL ITEMS**

Opportunities for profitable growth

NNIT operates in globally attractive markets with opportunities to grow within existing playing field

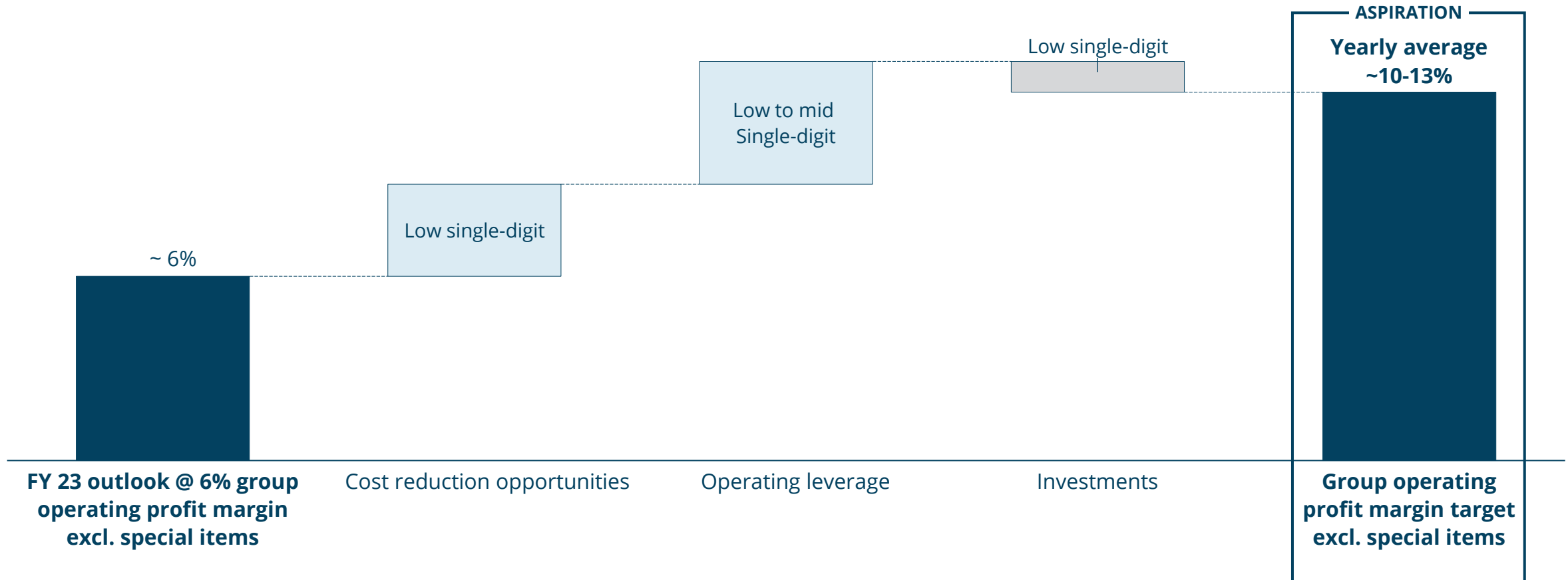
Mid-term revenue aspiration, %



Margin expansion driven by leverage on cost base

Leveraging existing assets and reducing cost base will lead to margin expansion

Mid-term Group operating profit margin excl. special items aspiration, %



Four initiatives to gain efficiency and reduce cost base

Significant opportunities to lower production and overhead costs in regions and enabling units

DIRECT COST REDUCTION INITIATIVES



ORGANIZATIONAL RESTRUCTURING

New structure reduces salary costs across regions and enabling units



NEW HQ FACILITY WILL REDUCE COST

A search for a new headquarter has been initiated. Facility cost expected to be materially lower from 2025



IMPROVED PERFORMANCE MANAGEMENT

New internal financial steering implemented to foster faster decision-making, greater transparency and higher degree of accountability



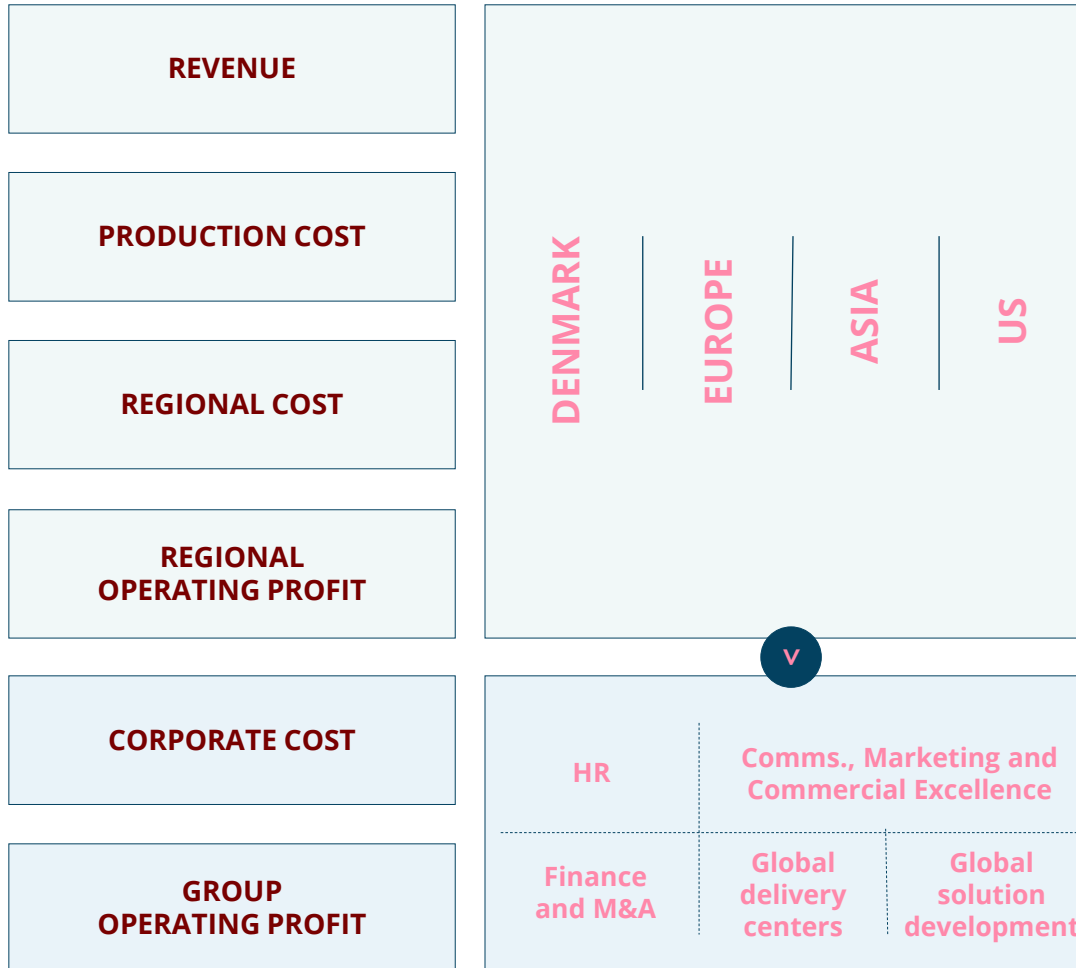
NEW SYSTEMS TO STREAMLINE WORK FLOWS & PROCESSES

Implementation of new ERP system initiated incl. other system upgrades. New global platforms will reduce manual and duplicate work

New financial reporting structure implemented

New financial disclosure reflects the new organizational structure of NNIT

Key changes to the new structure of the P&L



Design principles of the financial reporting structure



Group revenue is a consolidation of the four regional P&Ls

Production cost is the direct regional manning cost related projects which relate to billable employees

Regional cost is regional administrative expenses, sales and marketing costs

Regional operating profit reflects the direct profitability of each region



Corporate cost is overhead costs such as finance, human resources, global delivery centers etc. Corporate cost to be distributed to each regional P&L based on an allocation key

Group operating profit includes all direct regional costs and corporate cost

Capital allocation supporting financial stability & M&A

Excess capital after funding of growth opportunities, including investments, may be returned to the shareholders

CURRENT PRIORITIZATION OF USE OF CASH

Ensure financial stability

- Maintain a flexible capital structure
- Ensure leverage ratio (NIBD/EBITDA) to meet objective of being within 0-1x* range

Invest in growth

- Continue to invest in the business to drive growth and efficiency
- Pursue M&A opportunities within industry

Dividend

Share buyback

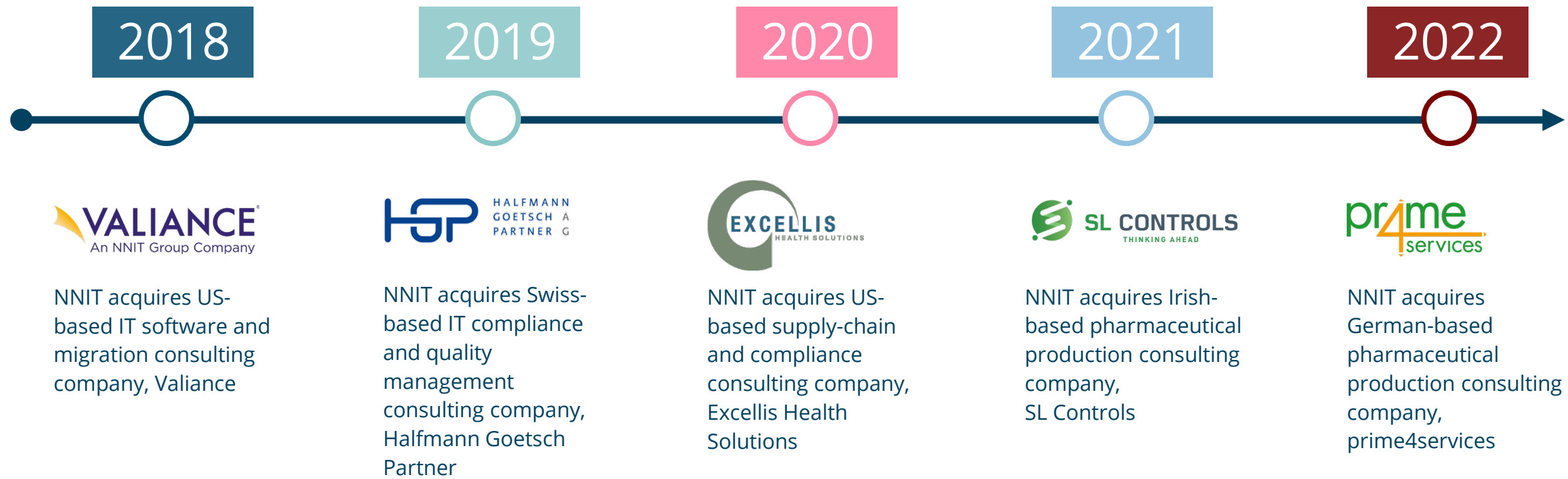
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Currently not a priority in the short-term. To be reassessed on an ongoing basis with the Board of Directors

**Range may be exceeded due to M&A activity*

Strong M&A track record

Following acquisition of SCALES in 2017, Life sciences acquisitions have targeted local market presence, scalability in strategic solutions areas or customer access



The NNIT investment case

NNIT will grow its existing business utilizing its core assets alongside increasing profitability. Further opportunities to grow through M&A supported by robust balance sheet



~10%
CAGR

ORGANIC REVENUE GROWTH



~10-13%

**YEARLY AVERAGE GROUP OPERATING
PROFIT MARGIN BEFORE SPECIAL ITEMS**

Questions and answers

Closing remarks by Pär Fors, CEO



Refreshments and network in the lounge – thank you for attending