



INVESTOR PRESENTATION

Q3 2025 Results

November 2025



Agenda

1 KEY BUSINESS HIGHLIGHTS

2 Group & Regional financial results

3 Closing remarks and Q&A

FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements, which include estimates of financial performance and targets. These statements are not guarantees of future performance and involve certain risks and uncertainties. Therefore, actual future results and trends may differ materially from what is forecast in this report due to a variety of factors.



Improvement in financial performance

**Q3
2025**

Revenue
DKKm

431.6

(-2.9% growth vs LY)

Organic growth
%

-1.4%

(-1.6% Q3 24)

Operating profit
excl. special items, DKKm

35.6

(DKK 17.5m Q3 24)

Operating margin
excl. special items, %

8.2%

(3.9% Q3 24)

On-track performance with doubled profitability



Solid order entry
across regions



Continued slowdown
in the Life Science IT
consultancy



Strategic plan
progressing well



Step-change in
profitability



Full-year financial
outlook **maintained**

Solid execution leading to higher profitability



REGION EUROPE

Q3 2025

Organic growth

-11.7%

(1.9% Q3 24)

Reg. OP margin

14.7%

(10.4% Q3 24)

- Elevated market uncertainty causing hesitant customer behavior
- Revenue development impacted by lower order entry in the first half. Few projects that were postponed
- Important wins in Q3 with one global and several companies from low-tiers
- Profit and margin improving driven by stronger execution and cost reductions



REGION US

Q3 2025

Organic growth

1.2%

(-8.3% Q3 24)

Reg. OP margin

25.2%

(18.6% Q3 24)

- Moderate growth due to postponed projects
- Good inflow of new engagements
- Material profitability increase after recovery in data migration, more repeatable business, solid execution and effect of cost reductions



REGION ASIA

Q3 2025

Organic growth

23.6%

(-2.4% Q3 24)

Reg. OP margin

12.1%

(8.3% Q3 24)

- Strong organic growth despite macroeconomic headwind
- New customers and expansion of existing engagements
- Solid profit and margin improvement from improved execution and lower cost base



REGION DK

Q3 2025

Organic growth

2.0%

(-1.1% Q3 24)

Reg. OP margin

19.7%

(21.6% Q3 24)

- Growth driven by Public, SAP and SCALES
- Order book growing with wins across areas
- Profitability increasing excluding reallocation of DKK 5m corporate costs
- Cost-saving initiatives and execution improvement are paying off

Full-year financial outlook 2025 maintained

OUTLOOK 2025



Organic growth

Low end of the range

0% to 5%



Group operating profit
margin excl. SI

Low end of the range

7% to 9%

Agenda

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Key business highlights

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GROUP & REGIONAL FINANCIAL RESULTS

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Closing remarks and Q&A



Overall results in line with internal expectations

Q3 2025 FINANCIAL HIGHLIGHTS, DKKm & %

REVENUE	ORGANIC GROWTH	GROSS MARGIN	REGIONAL OP MARGIN excl. SI	GROUP OP MARGIN excl. SI
431.6 (-2.9% vs Q3 24)	-1.4% (-1.6% in Q3 24)	26.2% (25.8% in Q3 24)	18.3% (15.7% in Q3 24)	8.2% (3.9% in Q3 24)

KEY HIGHLIGHTS



Organic growth

- Solid revenue performance across regions except for Region Europe which is most significantly affected by the market unrest
- Solid order entry despite continued customer hesitation
- Important wins such as the contract with the Danish Agency for Digital Government, deployment of NNIT's AI platform with Care Advantage in US, and the new 5-year contract with an existing global biopharmaceutical customer in Europe



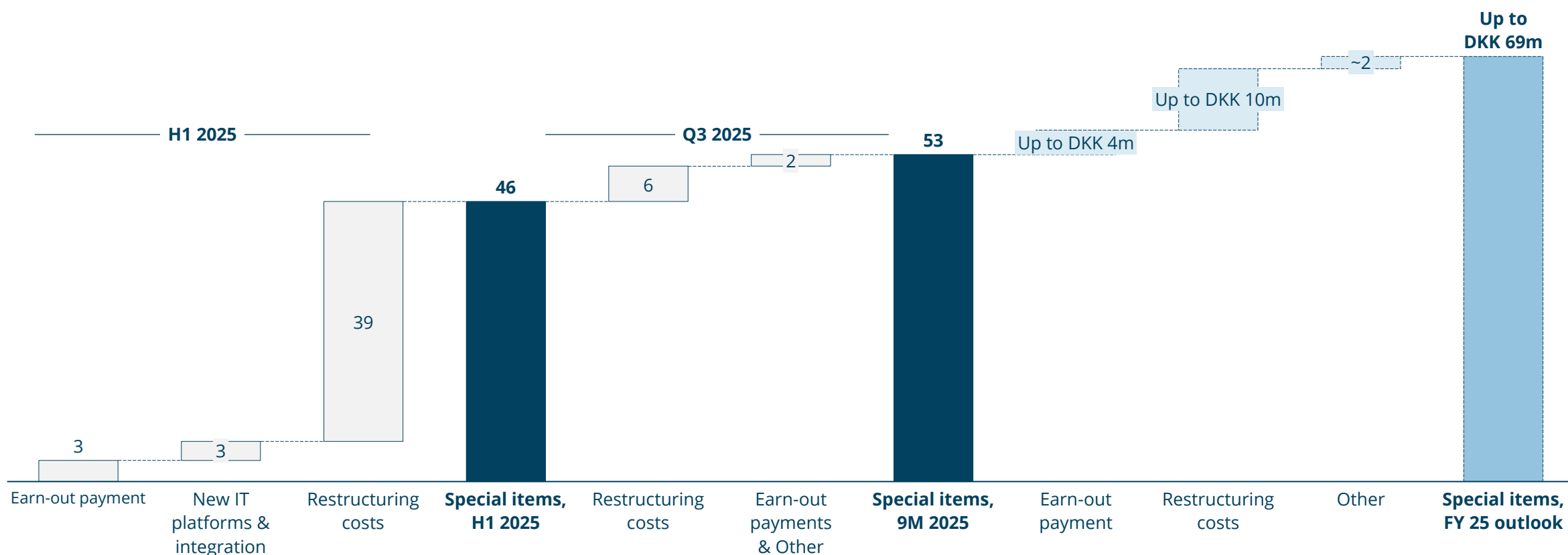
Group operating profit margin excl. SI

- Profitability increased significantly compared with previous quarter and the same quarter last year driven by several initiatives launched earlier in the year like
 - enhanced focus on project execution
 - efficiency gains through optimized internal processes
 - lowering of the cost base across regions and enabling functions

Outlook for special items unchanged

The level of special items is decreasing due to lower earn-out payments and restructuring costs

SPECIAL ITEMS Q3 2025 BRIDGE, DKKm



Full-year outlook maintained

FY 25 OUTLOOK MAINTAINED



Low end of

0-5%

ORGANIC GROWTH



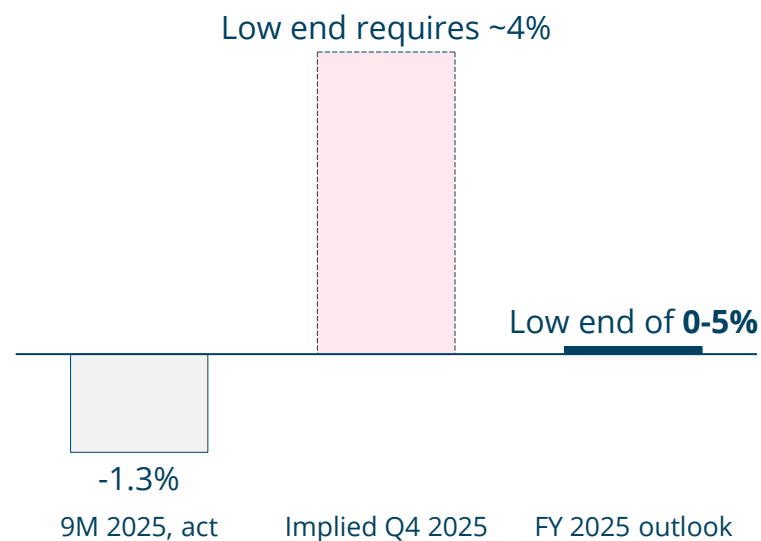
Low end of

7-9%

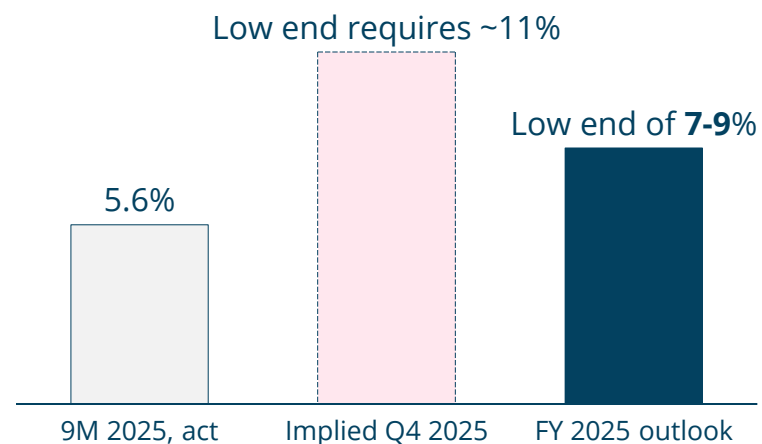
GROUP OPERATING
PROFIT MARGIN EXCL. SPECIAL ITEMS

IMPLIED Q4 2025 OUTLOOK

ORGANIC GROWTH



GROUP OPERATING PROFIT MARGIN EXCL. SPECIAL ITEMS



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CLOSING REMARKS AND Q&A



Closing remarks



**IMPROVEMENT IN
FINANCIAL PERFORMANCE**



**SOLID STRATEGIC
PROGRESS CONTINUES**



**SEVERAL NEW CONTRACT
WINS ACROSS REGIONS**



**FULL-YEAR OUTLOOK
MAINTAINED**

Q&A

APPENDIX

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**

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

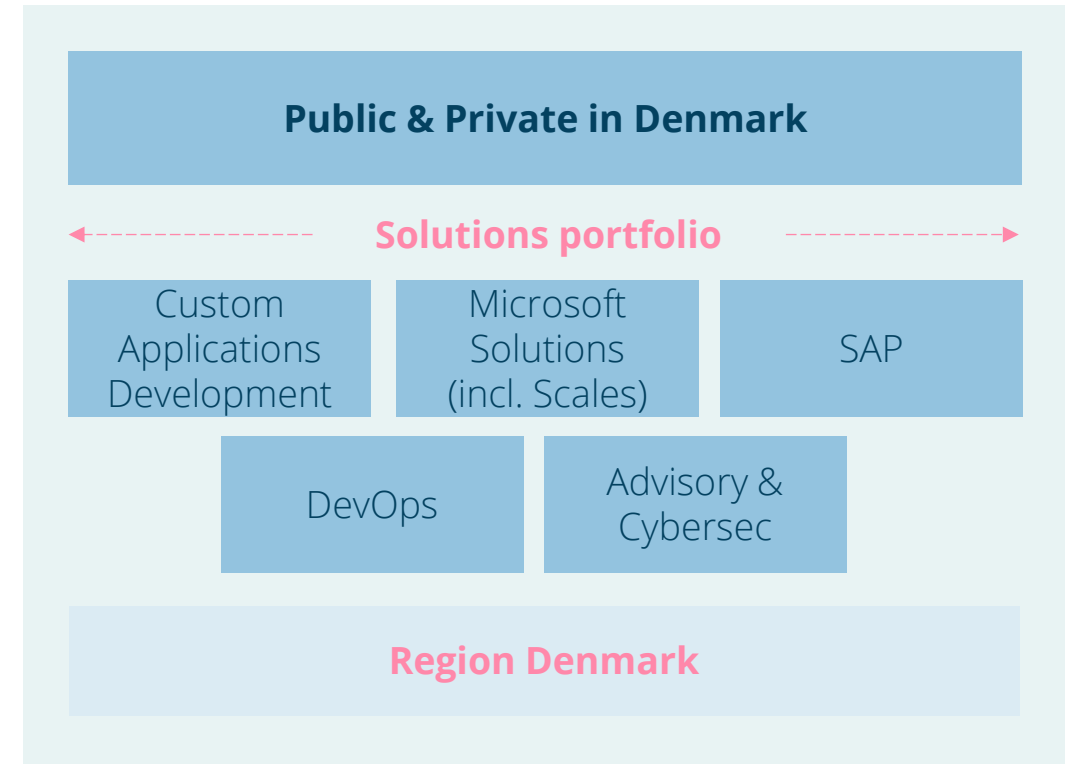
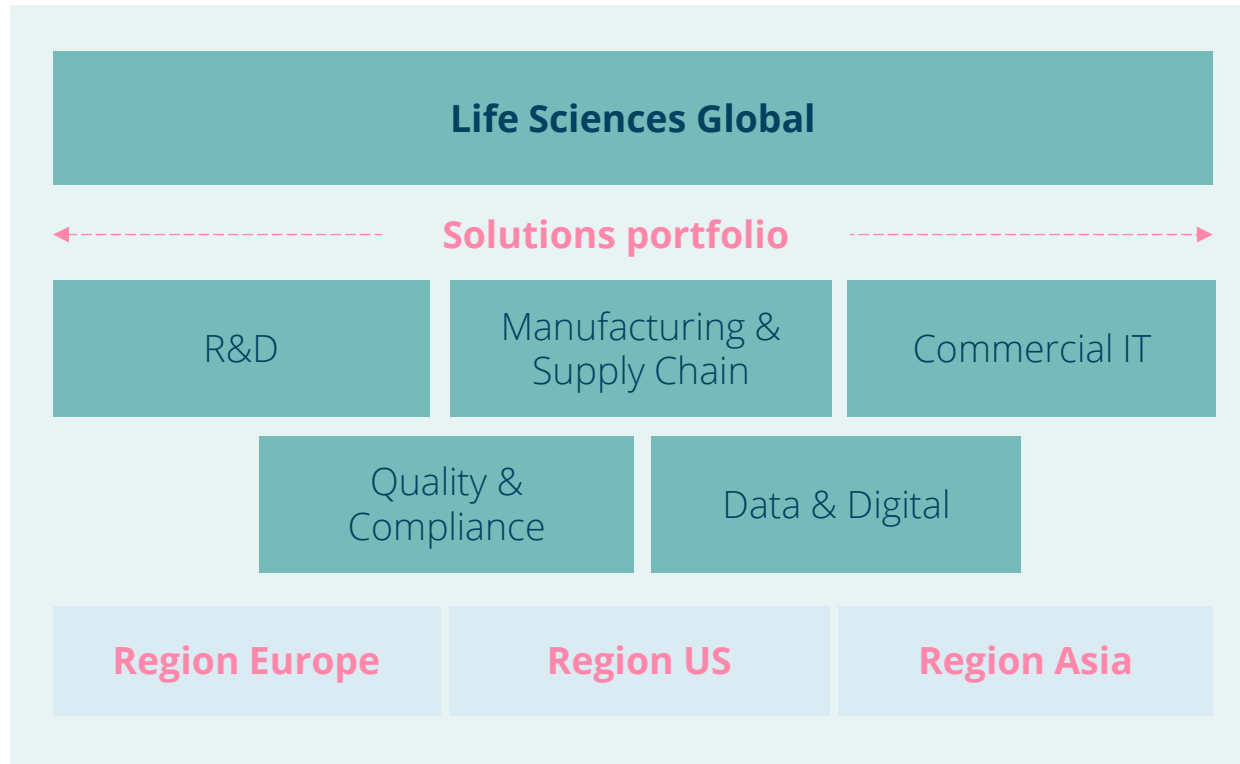


Easy to deal with due to
future-fit systems and
processes

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



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



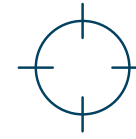
Continued investments in bringing new **repeatable services** to the market

INTERNATIONAL MINDSET



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

ACQUISITIONS



Focused M&A approach to support our new strategy

Group P&L

NNIT A/S DKKm	Quarterly performance					FY performance	
	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	FY24	FY23
Revenue	431.6	462.2	464.1	469.6	444.7	1,851	1,728
Production cost	318.5	353.5	344.3	352.2	329.8	1,372	1,283
Gross profit	113.1	108.7	119.8	117.4	114.9	479	445
<i>Gross margin</i>	26.2%	23.5%	25.8%	25.0%	25.8%	25.8%	25.7%
Regional overhead cost	34.1	33.5	45.4	41.4	44.9	180	157
Regional operating profit	78.9	75.1	74.4	76.0	70.0	299	287
<i>Regional operating profit margin</i>	18.3%	16.3%	16.0%	16.2%	15.7%	16.2%	16.6%
Corporate cost	43.4	52.2	56.4	32.7	52.5	182	172
Group operating profit excl. special items	35.6	22.9	18.0	43.3	17.5	117	116
<i>Group operating profit margin excl. special items</i>	8.2%	5.0%	3.9%	9.1%	3.9%	6.3%	6.7%
Special items	7.9	20.3	25.3	55.7	9.4	69	69
Group operating profit incl. special items	27.7	2.7	-7.3	-12.4	8.1	48	47
<i>Group operating profit margin incl. special items</i>	6.4%	0.6%	-1.6%	-2.6%	1.8%	2.6%	2.7%

Region Europe P&L - restated

Region Europe DKK m	Quarterly performance					FY performance	
	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	FY24	FY23 (not restated)
Revenue	148.0	160.5	168.5	170.9	167.5	699	465
Production cost	115.7	126.4	128.2	131.1	137.2	543	330
Gross profit	32.3	34.1	40.3	39.8	30.2	157	135
<i>Gross margin</i>	<i>21.8%</i>	<i>21.3%</i>	<i>23.9%</i>	<i>23.3%</i>	<i>18.0%</i>	<i>89.4%</i>	<i>29.0%</i>
Regional overhead cost	10.6	8.1	17.0	14.4	12.8	57	57
Regional operating profit	21.7	26.0	23.2	25.4	17.4	100	78
<i>Regional operating profit margin</i>	<i>14.7%</i>	<i>16.2%</i>	<i>13.8%</i>	<i>14.9%</i>	<i>10.4%</i>	<i>56.8%</i>	<i>16.8%</i>
Corporate cost	15.4	18.9	21.1	12.4	18.4	61	46
Group operating profit excl. special items	6.4	7.1	2.1	13.0	-1.0	39	32
<i>Group operating profit margin excl. special items</i>	<i>4.3%</i>	<i>4.4%</i>	<i>1.3%</i>	<i>7.6%</i>	<i>-0.6%</i>	<i>21.8%</i>	<i>6.9%</i>

Region Europe P&L – before restatement

Region Europe DKKm	Quarterly performance					FY performance	
	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	FY24	FY23
Revenue	105.0	116.4	119.3	124.2	126.7	512	465
Production cost	84.1	90.8	92.3	91.6	101.5	391	330
Gross profit	20.9	25.6	27.0	32.6	25.2	121	135
<i>Gross margin</i>	<i>19.9%</i>	<i>22.0%</i>	<i>22.7%</i>	<i>26.2%</i>	<i>19.9%</i>	<i>23.6%</i>	<i>29.0%</i>
Regional overhead cost	8.7	6.0	15.1	13.2	12.3	54	57
Regional operating profit	12.2	19.6	11.9	19.4	13.0	67	78
<i>Regional operating profit margin</i>	<i>11.6%</i>	<i>16.8%</i>	<i>10.0%</i>	<i>15.6%</i>	<i>10.3%</i>	<i>13.0%</i>	<i>16.8%</i>
Corporate cost	11.0	13.8	15.4	9.3	14.3	51	46
Group operating profit excl. special items	1.1	5.6	-3.5	10.1	-1.3	16	32
<i>Group operating profit margin excl. special items</i>	<i>1.1%</i>	<i>4.8%</i>	<i>-2.9%</i>	<i>8.1%</i>	<i>-1.0%</i>	<i>3.1%</i>	<i>6.9%</i>

Region US P&L

Region US DKKm	Quarterly performance					FY performance	
	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	FY24	FY23
Revenue	82.7	89.2	87.0	79.7	85.4	346	387
Production cost	53.0	59.6	50.1	36.7	52.1	207	252
Gross profit	29.7	29.6	36.9	43.0	33.3	139	135
<i>Gross margin</i>	35.9%	33.2%	42.5%	54.0%	39.0%	40.0%	34.9%
Regional overhead cost	8.9	10.2	10.5	16.3	17.4	66	55
Regional operating profit	20.8	19.4	26.4	26.7	15.9	73	80
<i>Regional operating profit margin</i>	25.2%	21.7%	30.4%	33.7%	18.6%	21.2%	20.7%
Corporate cost	8.0	9.7	10.4	5.2	10.3	34	38
Group operating profit excl. special items	12.8	9.7	16.1	21.5	5.6	39	42
<i>Group operating profit margin excl. special items</i>	15.5%	10.9%	18.5%	27.0%	6.6%	11.3%	10.9%

Region Asia P&L

Region Asia DKKm	Quarterly performance					FY performance	
	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	FY24	FY23
Revenue	41.8	37.9	37.0	44.3	35.9	149	144
Production cost	33.0	31.2	30.2	40.1	28.4	123	135
Gross profit	8.8	6.7	6.8	4.2	7.5	26	9
<i>Gross margin</i>	<i>21.0%</i>	<i>17.7%</i>	<i>18.3%</i>	<i>9.5%</i>	<i>20.9%</i>	<i>17.2%</i>	<i>6.3%</i>
Regional overhead cost	3.7	4.0	3.9	2.6	4.5	18	13
Regional operating profit	5.1	2.8	2.8	1.6	3.0	8	-4
<i>Regional operating profit margin</i>	<i>12.1%</i>	<i>7.3%</i>	<i>7.6%</i>	<i>3.5%</i>	<i>8.3%</i>	<i>5.2%</i>	<i>-2.8%</i>
Corporate cost	3.8	4.4	4.7	2.9	4.0	14	14
Group operating profit excl. special items	1.2	-1.6	-1.9	-1.3	-1.0	-6	-18
<i>Group operating profit margin excl. special items</i>	<i>2.9%</i>	<i>-4.2%</i>	<i>-5.1%</i>	<i>-2.9%</i>	<i>-2.7%</i>	<i>-4.0%</i>	<i>-12.5%</i>

Region Denmark P&L - restated

Region DK DKKm	Quarterly performance					FY performance	
	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	FY24	FY23 (not restated)
Revenue	159.1	174.6	171.6	174.6	155.9	657	732
Production cost	116.8	136.3	135.8	144.3	112.0	500	566
Gross profit	42.3	38.2	35.8	30.4	43.9	157	166
<i>Gross margin</i>	26.6%	21.9%	20.9%	17.4%	28.2%	96.4%	22.7%
Regional overhead cost	10.9	11.3	13.9	8.1	10.2	39	33
Regional operating profit	31.4	26.9	22.0	22.3	33.7	118	133
<i>Regional operating profit margin</i>	19.7%	15.4%	12.8%	12.7%	21.6%	72.6%	18.2%
Corporate cost	16.2	19.2	20.3	12.2	19.8	71	73
Group operating profit excl. special items	15.2	7.7	1.7	10.0	13.9	48	60
<i>Group operating profit margin excl. special items</i>	9.6%	4.4%	1.0%	5.7%	8.9%	29.2%	8.2%

Region Denmark P&L – before restatement

Region DK DKKm	Quarterly performance					FY performance	
	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	FY24	FY23
Revenue	202.1	218.7	220.8	221.4	196.7	844	732
Production cost	148.4	171.9	171.7	183.8	147.8	651	566
Gross profit	53.7	46.8	49.1	37.6	48.9	193	166
<i>Gross margin</i>	26.6%	21.4%	22.2%	17.0%	24.8%	22.9%	22.7%
Regional overhead cost	12.8	13.4	15.8	9.3	10.8	42	33
Regional operating profit	41.0	33.4	33.3	28.3	38.1	151	133
<i>Regional operating profit margin</i>	20.3%	15.3%	15.1%	12.8%	19.4%	17.9%	18.2%
Corporate cost	20.5	24.3	26.0	15.3	23.9	83	73
Group operating profit excl. special items	20.5	9.2	7.3	13.0	14.2	68	60
<i>Group operating profit margin excl. special items</i>	10.1%	4.2%	3.3%	5.9%	7.2%	8.1%	8.2%

nnit