



# Q2 2022 webcast

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12 August, 2022

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# Agenda

- Q2 highlights
- Strategic update
- Business Unit performance
- Group financials
- 2022 outlook
- Q&A

## Disclaimer

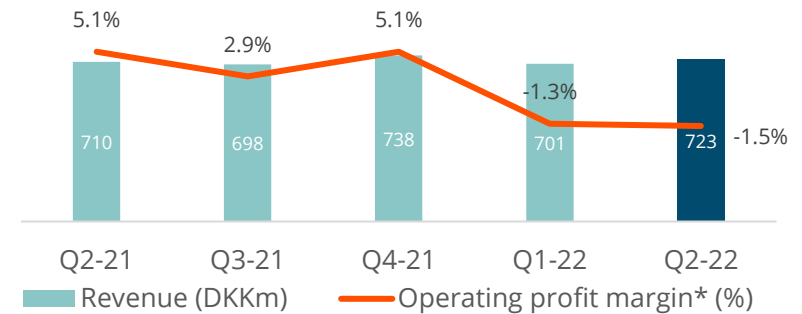
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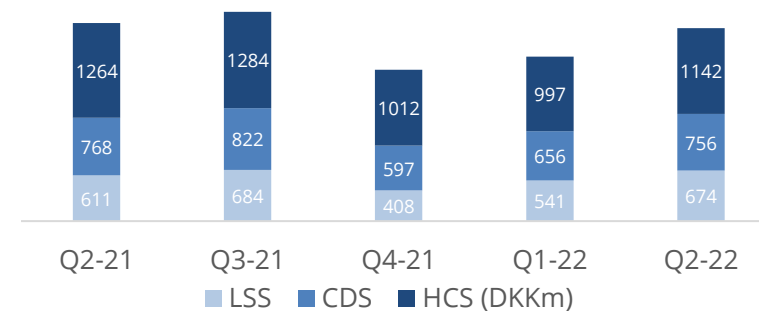
# Q2 highlights

- Transformative divestment of infrastructure business announced
- Consolidation of global delivery capabilities on track
- Slower-than-expected sales and continued impact of renegotiated infrastructure agreement with NNG
- Major contract with Danmarks Nationalbank

Revenue and operating margin



Order backlog



# Strategic update

## TRANSFORMATION

Divestment sharpens focus as specialized IT services provider in growth areas

## PROFITABILITY

Continued cost reductions including consolidation of global delivery capabilities

## STRATEGY

Increase growth and profitability  
Two core business units  
Continued focus on M&A

## NEXT STEPS

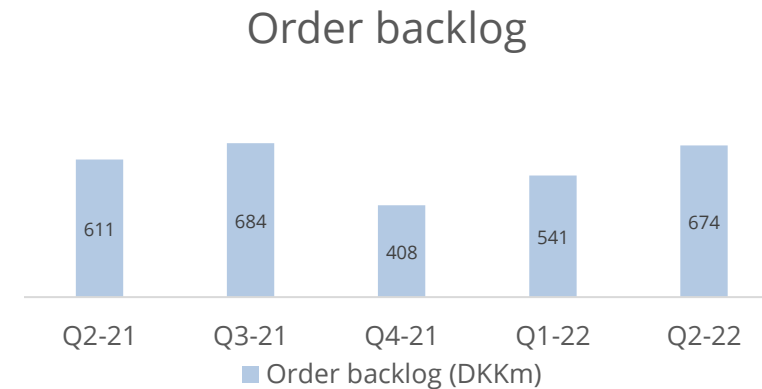
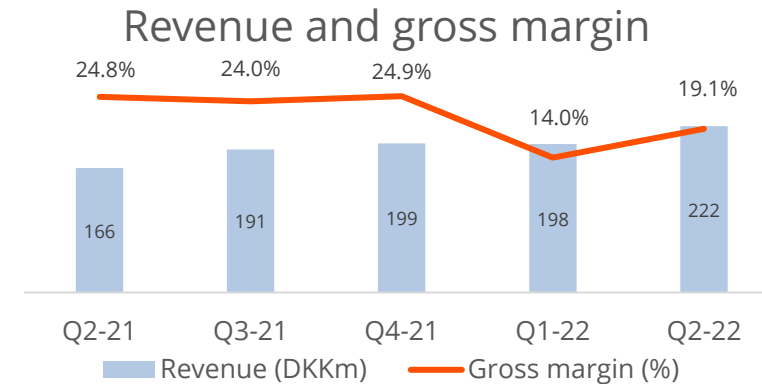
Carveout progressing as planned  
Clarification and new guidance  
Subject to approvals

## BACKLOG

Continued growth based on signing of large contracts and key renewals

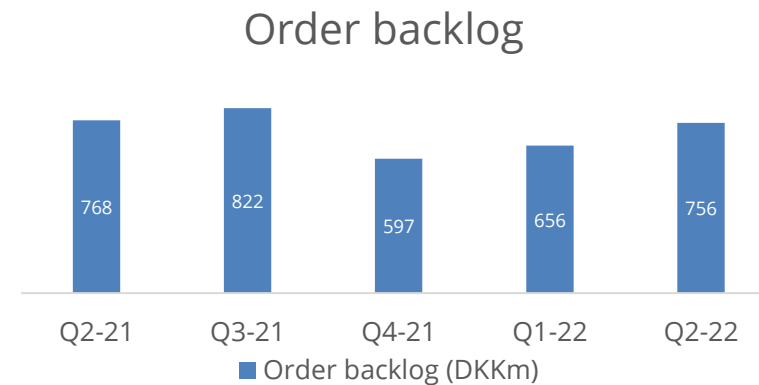
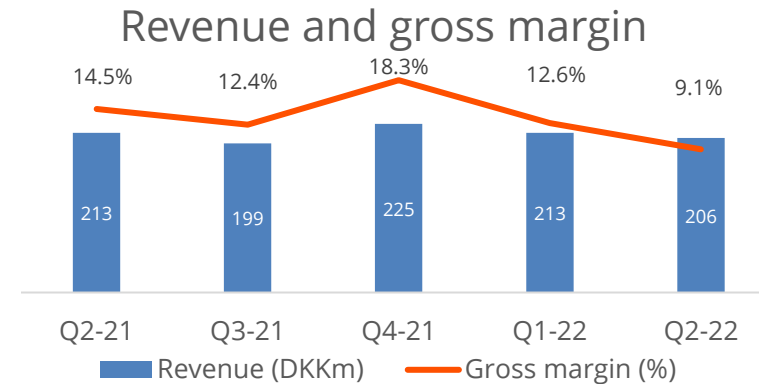
# Life Sciences Solutions (LSS)

- 33% growth mainly driven by acquisitions
- Cancelled project continued to impact organic growth and margins
- Capacity utilization and gross margin improved from Q1
- Repeated solution sales and strong traction in Regulatory Affairs and International Pharma Production



# Cloud & Digital Solutions (CDS)

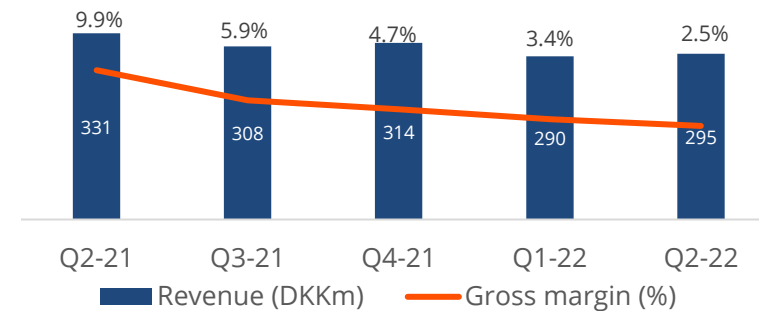
- Revenue and margins impacted by lower utilization and higher costs
- Lower Public customer sales and impact of postponed ERP project
- Measures initiated to adjust capacity with effect in H2
- Several contract extensions and wins, including four-year contract with Danish health authorities



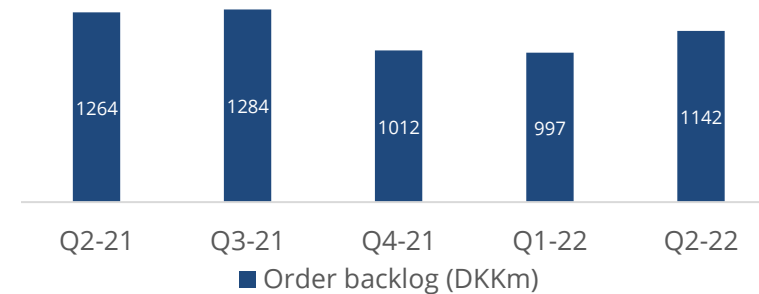
# Hybrid Cloud Solutions (HCS)

- Continued impact of renegotiated NNG infrastructure agreement
- Measures initiated to increase capacity utilization
- Automation efforts and relocation of outsourcing to the Philippines
- Six-year contract with Danmarks Nationalbank worth DKK ~1 billion

Revenue and gross margin



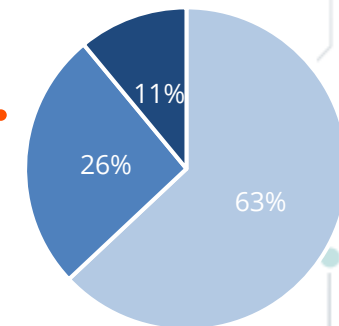
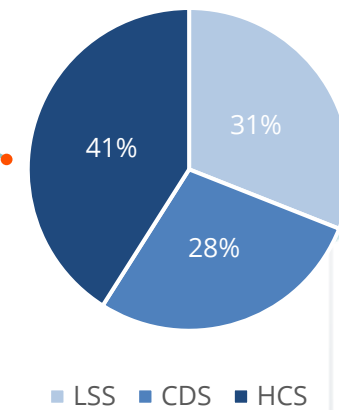
Order backlog



# Group financials Q2 and 6M 2022

DKKm	Q2-22	Q2-21	6M-22	6M-21	FY-21
<b>Revenue</b>	<b>723</b>	<b>710</b>	<b>1,424</b>	<b>1,441</b>	<b>2,877</b>
<i>Revenue growth</i>	1.8%	1.3%	-1.2%	1.3%	1.7%
<b>Gross profit</b>	<b>66</b>	<b>105</b>	<b>132</b>	<b>225</b>	<b>420</b>
Sales and marketing costs	40	35	78	73	145
Administrative expenses	37	34	74	68	133
<b>Operating profit before special items</b>	<b>-11</b>	<b>36</b>	<b>-20</b>	<b>84</b>	<b>142</b>
<i>Operating margin before special items</i>	-1.5%	5.1%	-1.4%	5.8%	4.9%
Special items	36	63	71	69	153
<b>Operating profit/loss</b>	<b>-47</b>	<b>-27</b>	<b>-91</b>	<b>15</b>	<b>-11</b>
Net financials	-4	-11	-5	-15	-14
<b>Net profit/loss</b>	<b>-47</b>	<b>-30</b>	<b>-80</b>	<b>1</b>	<b>-7</b>
Free cash flow	-19	150	-256	64	11

Q2-22 BU revenue



Q2-22 BU gross profit



# 2022 outlook suspended

- IO business to be reclassified as 'discontinued activities'
- Impact on financial reporting is being settled
- Temporary suspension maintained
- 2022 guidance to be introduced in H2
- Strengthen revenue and profitability of continuing activities from 2023

# Closing remarks

Significant strategic moves initiated and progressed in Q2



Continued order backlog growth with wins across Business Units

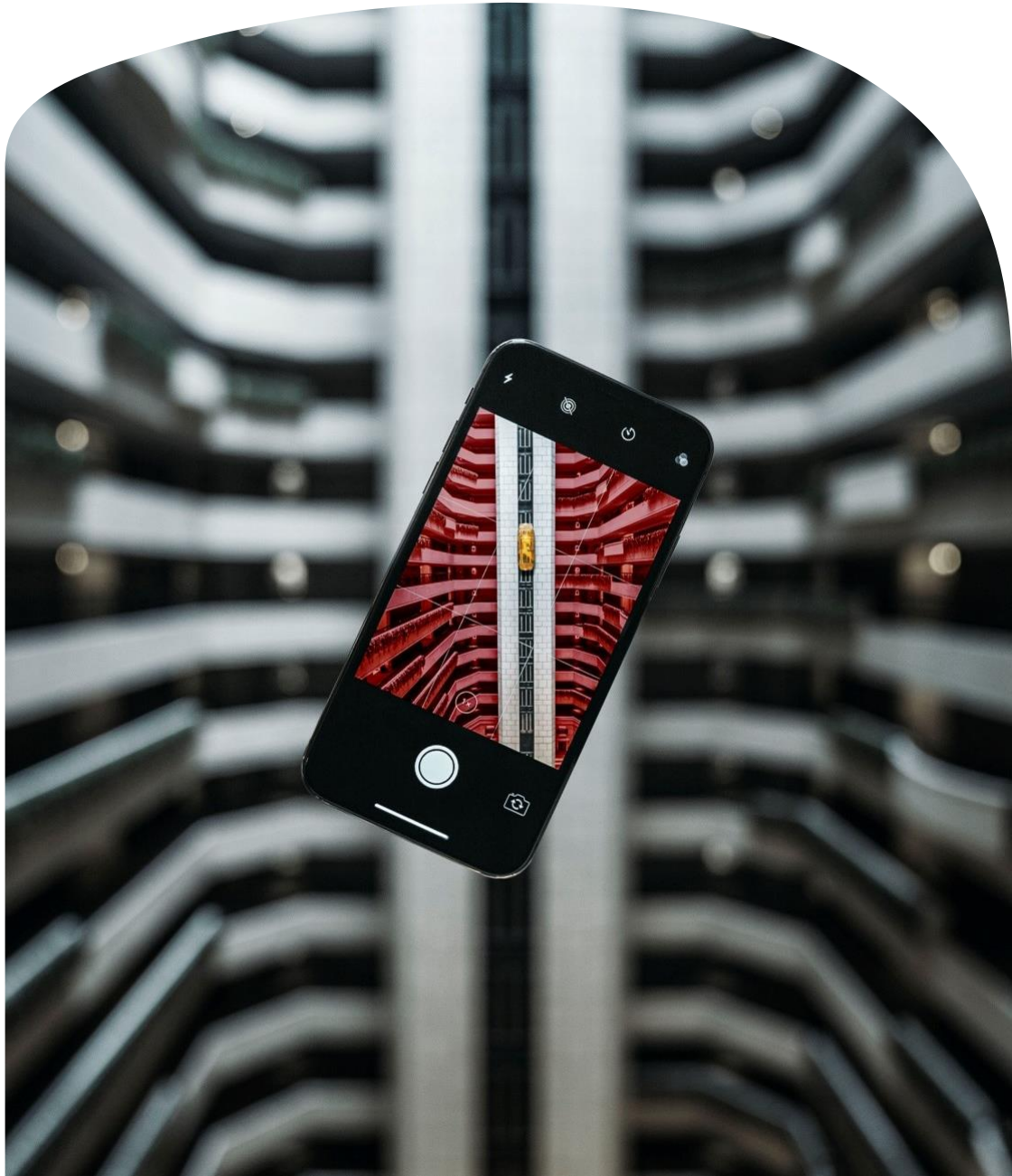


Settling impact of divestment on continuing business



# Q&A





# Contact information

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Financial calendar 2022  
Interim report Q3

November 2, 2022

**We make a mark**  
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# Appendix: Life Sciences Solutions

DKKm	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021
<b>Revenue</b>	<b>222</b>	<b>198</b>	<b>199</b>	<b>191</b>	<b>166</b>
Life Sciences (excl. NGG)	201	170	175	166	145
- <i>Life Sciences (Int.)</i>	192	163	167	160	137
- <i>Life Sciences (DK)</i>	9	7	8	6	8
Novo Nordisk Group	21	28	24	24	20
Public	0	0	0	1	1
<b>Production costs</b>	<b>180</b>	<b>170</b>	<b>150</b>	<b>145</b>	<b>125</b>
<b>Gross profit</b>	<b>42</b>	<b>28</b>	<b>49</b>	<b>46</b>	<b>41</b>
<b>Gross profit margin</b>	<b>19.1%</b>	<b>14.0%</b>	<b>24.9%</b>	<b>24.0%</b>	<b>24.8%</b>
<b>Order backlog</b>	<b>674</b>	<b>541</b>	<b>408</b>	<b>684</b>	<b>611</b>

# Appendix: Cloud & Digital Solutions

DKKm	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021
<b>Revenue</b>	<b>206</b>	<b>213</b>	<b>225</b>	<b>199</b>	<b>213</b>
Life Sciences (excl. NGG)	36	35	40	31	35
- <i>Life Sciences (Int.)</i>	12	11	17	12	16
- <i>Life Sciences (DK)</i>	23	24	23	19	19
Novo Nordisk Group	23	23	23	21	22
Enterprise	103	106	111	101	101
Public	37	40	41	38	47
Finance	9	9	10	8	8
<b>Production costs</b>	<b>189</b>	<b>186</b>	<b>184</b>	<b>174</b>	<b>182</b>
<b>Gross profit</b>	<b>17</b>	<b>27</b>	<b>41</b>	<b>25</b>	<b>31</b>
<b>Gross profit margin</b>	<b>9.1%</b>	<b>12.6%</b>	<b>18.3%</b>	<b>12.4%</b>	<b>14.5%</b>
<b>Order backlog</b>	<b>756</b>	<b>656</b>	<b>597</b>	<b>822</b>	<b>768</b>

# Appendix: Hybrid Cloud Solutions

DKKm	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021
<b>Revenue</b>	<b>295</b>	<b>290</b>	<b>314</b>	<b>308</b>	<b>331</b>
Life Sciences (excl. NGG)	37	39	45	48	53
- <i>Life Sciences (Int.)</i>	10	14	15	15	12
- <i>Life Sciences (DK)</i>	27	25	30	33	41
Novo Nordisk Group	90	89	107	98	108
Enterprise	86	81	83	81	85
Public	22	24	25	25	25
Finance	60	57	54	56	60
<b>Production costs</b>	<b>288</b>	<b>280</b>	<b>299</b>	<b>290</b>	<b>298</b>
<b>Gross profit</b>	<b>7</b>	<b>10</b>	<b>15</b>	<b>18</b>	<b>33</b>
<b>Gross profit margin</b>	<b>2.5%</b>	<b>3.4%</b>	<b>4.7%</b>	<b>5.9%</b>	<b>9.9%</b>
<b>Order backlog</b>	<b>1,142</b>	<b>997</b>	<b>1,012</b>	<b>1,284</b>	<b>1,264</b>