

A woman in a white lab coat and safety glasses is working at a computer in a laboratory. She is looking at a monitor displaying a data table. The background is a blurred laboratory setting with various pieces of equipment.

nnit

INVESTOR PRESENTATION

Q1 2026 Results

May 2026



Today's presenters



Claus Rydkjær

President & CEO



Carsten Ringius

Executive Vice President & CFO



Agenda

- 1 Key business highlights
- 2 Regional performance, group financials & outlook
- 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.



The first days at NNIT

Highlights

- Meeting an engaged and professional organization
- Launching initiatives to restore growth and support profitability
- Assessing the operating model and NNIT's value proposition

Priorities on the CEO agenda

- Regain the path to profitable growth
- Sharpen the strategic focus and service/product portfolio of NNIT
- Strengthen the go-to-market approach

Challenging start to the year

Q1 2026 KEY FIGURES

Revenue

DKKm

422.5

(-9.0% growth vs LY)

Constant currency

%

-7.3%

(-0.8% Q1 25)

Group EBIT

excl. special items, DKKm

1.1

(DKK 18.0m Q1 25)

Group EBIT margin

excl. special items, %

0.3%

(3.9% Q1 25)

Financial outlook updated on 7 May

CONSTANT CURRENCY REVENUE GROWTH



Single-digit negative

(previously 0-5%)

GROUP EBIT MARGIN EXCL. SPECIAL ITEMS



4% to 7%

(previously 6-9%)

SPECIAL ITEMS



Below last year's level of

DKK 83m

*(previously "Significantly below last year's level of
DKK 83m")*

Maintained a laser focus on operational improvements



Strong building blocks to
leverage



Go-live of two
AI platforms,
shifting focus to **scale**



Operational metrics
improving as planned



Next step to **restore**
profitable growth

Agenda

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Key business highlights

2

REGIONAL PERFORMANCE, GROUP FINANCIALS & OUTLOOK

3

Closing remarks and Q&A



Life science regions affected by industry slowdown



REGION EUROPE

Q1 2026

Constant currency growth

-15.3%

(-4.3% Q1 25)

Regional EBIT margin

11.9%

(13.8% Q1 25)

- Continued customer hesitation impacting revenue generation and leading to lower order entry
- AI solution offering starting to gain traction
- Profit and margin decreasing due to material decline in revenue which was partly offset by cost reductions



REGION US

Q1 2026

Constant currency growth

-15.8%

(-9.5% Q1 25)

Regional EBIT margin

2.9%

(30.4% Q1 25)

- Revenue decline impacted by the unexpected slowdown that occurred in Q4 last year affecting the backlog Q1 26
- Focus on being on the forefront with NDC-12 progressing to the phase 2
- Regional EBIT margin was moderate due to lower revenue and the composition of revenue



REGION ASIA

Q1 2026

Constant currency growth

-7.8%

(12.6% Q1 25)

Regional EBIT margin

2.8%

(7.6% Q1 25)

- Constant currency growth contracting mainly due to a material decline from an existing large tier-1 customers
- Customer base expanding with more local biotech companies
- Regional EBIT margin decline vs last year due to revenue shortfall, partly offset by cost savings and operational efficiency gains

Solid momentum in Public DK and SCALES



PUBLIC DK

Q1 2026

Constant currency growth

4.8%

(-5.0% Q1 25)

Regional EBIT margin

7.3%

(3.1% Q1 25)

- Solid growth positively impacted by ramping up on projects signed during 2025
- Order entry development impacted by the Danish general election
- Regional EBIT increase driven by uplift in operational efficiency and cost reductions



SCALES

Q1 2026

Constant currency growth

10.8%

(29.1% Q1 25)

Regional EBIT margin

23.5%

(23.7% Q1 25)

- Growth momentum continued in Q1 26
- Completion of the integration of the former Microsoft service offering team from the former Region DK to leverage synergies
- Solid regional EBIT margin in line with last year

Financial results were below initial expectations

Q1 2026 FINANCIAL HIGHLIGHTS, DKKm & %

KEY FINANCIALS, DKKm	Q1 2026	Q1 2025	FY 2025
Revenue	422.5	464.1	1,787.6
Regional EBIT	46.8	74.4	292.1
Group EBIT excl. special items	1.1	18.0	94.2
Special items	8.3	25.3	83.3
Free cash flow	41	-73	-47
FINANCIAL RATIOS	Q1 2026	Q1 2025	FY 2025
<i>Reported revenue growth, %</i>	<i>-9.0%</i>	<i>0.2%</i>	<i>-3.4%</i>
<i>Constant currency growth, %</i>	<i>-7.3%</i>	<i>-0.8%</i>	<i>-2.8%</i>
<i>Regional EBIT margin, %</i>	<i>11.1%</i>	<i>16.0%</i>	<i>16.3%</i>
<i>Group EBIT margin excl. special items, %</i>	<i>0.3%</i>	<i>3.9%</i>	<i>5.3%</i>

HIGHLIGHTS

Revenue and **Constant currency growth** dampened by a lower-than-usual backlog and modest order entry

- Continued tier-1 customer hesitation impacting Life Science regions

Group EBIT excl. special items negatively impacted by the lower revenue generation than expected

- Cost savings materializing as planned including further capacity adjustments made

Special items fully consist of restructuring costs

Free cash flow materially improving mainly due lower cost base, improvement in DSO and completion of earn-out payments

Financial outlook updated on 7 May

FINANCIAL OUTLOOK 2026



Single-digit negative

(previously 0-5%)

CONSTANT CURRENCY REVENUE GROWTH



4% to 7%

(previously 6-9%)

GROUP EBIT MARGIN EXCL. SPECIAL ITEMS



Below last year's level of DKK 83m

(previously Significantly below last year's level of DKK 83m)

SPECIAL ITEMS

KEY DRIVERS & ASSUMPTIONS BEHIND THE ADJUSTED OUTLOOK 2026

Constant currency revenue growth adjusted due to lower order entry in Q1 2026 than expected impacting the revenue generation for the rest of the year

- Initiatives are being launched to regain growth momentum with impact expected in the second half of the year

Group EBIT margin excl. special items adjusted due to the updated constant currency revenue growth outlook

- Emphasized focus on further reducing the full cost base through capacity adjustments and other structural levers to partly offset the revenue shortfall

Special items updated to "Below last year's level of DKK 83m"

Key assumptions

- No further deterioration of the current macroeconomic environment and the geopolitical uncertainty
- No M&A activity assumed in financial outlook for 2026

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Regional performance, group financials & outlook

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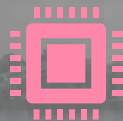
CLOSING REMARKS AND Q&A



Closing remarks



**STRONG BUILDING BLOCKS
TO LEVERAGE**



**ACCELERATION OF AI
PRODUCT OFFERINGS**



**ACTING TO RECOVER
SHORT-TERM**



**SHARPENING THE
STRATEGIC FOCUS**



**FULL-YEAR OUTLOOK
UPDATED**

Q&A

A woman with brown hair, wearing a headset and a mustard-colored button-down shirt, is sitting on the floor and looking at a tablet. In the background, a man with a beard and a young girl are sitting on a light-colored sofa, looking at a tablet together. The setting is a bright, modern living room with a white sofa and a wooden coffee table.

APPENDIX

Group P&L

NNIT A/S DKKm	Quarterly performance					FY performance	
	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	FY25	FY24
Revenue	422.5	430.0	431.6	462.2	464.1	1,788	1,851
Production cost	337.5	324.0	318.5	353.5	344.3	1,341	1,372
Gross profit	84.9	106.0	113.1	108.7	119.8	447	479
<i>Gross margin</i>	20.1%	24.7%	26.2%	23.5%	25.8%	25.0%	25.8%
Regional overhead cost	38.2	41.9	34.1	33.5	45.4	155	180
Regional operating profit	46.8	64.1	78.9	75.1	74.4	292	299
<i>Regional operating profit margin</i>	11.1%	14.9%	18.3%	16.3%	16.0%	16.3%	16.2%
Corporate cost	45.6	46.0	43.4	52.2	56.4	198	182
Group operating profit excl. special items	1.1	18.1	35.6	22.9	18.0	94	117
<i>Group operating profit margin excl. special items</i>	0.3%	4.2%	8.2%	5.0%	3.9%	5.3%	6.3%
Special items	8.3	29.8	7.9	20.3	25.3	83	69
Group operating profit incl. special items	-7.2	-11.9	27.7	2.7	-7.3	11	48
<i>Group operating profit margin incl. special items</i>	-1.7%	-2.8%	6.4%	0.6%	-1.6%	0.6%	2.6%

Region Europe P&L

Region Europe DKKm	Quarterly performance					FY performance	
	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	FY25	FY24
Revenue	142.8	151.7	148.0	160.5	168.5	629	699
Production cost	116.1	115.9	115.7	126.4	128.2	486	543
Gross profit	26.7	35.8	32.3	34.1	40.3	143	157
<i>Gross margin</i>	<i>18.7%</i>	<i>23.6%</i>	<i>21.8%</i>	<i>21.3%</i>	<i>23.9%</i>	<i>22.7%</i>	<i>89.4%</i>
Regional overhead cost	9.7	9.9	10.6	8.1	17.0	46	57
Regional operating profit	17.0	25.9	21.7	26.0	23.2	97	100
<i>Regional operating profit margin</i>	<i>11.9%</i>	<i>17.1%</i>	<i>14.7%</i>	<i>16.2%</i>	<i>13.8%</i>	<i>15.4%</i>	<i>56.8%</i>
Corporate cost	21.1	16.2	15.4	18.9	21.1	72	61
Group operating profit excl. special items	-4.1	9.7	6.4	7.1	2.1	25	39
<i>Group operating profit margin excl. special items</i>	<i>-2.9%</i>	<i>6.4%</i>	<i>4.3%</i>	<i>4.4%</i>	<i>1.3%</i>	<i>4.0%</i>	<i>21.8%</i>

Region US P&L

Region US DKKm	Quarterly performance					FY performance	
	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	FY25	FY24
Revenue	66.6	53.8	82.7	89.2	87.0	313	346
Production cost	53.8	37.2	53.0	59.6	50.1	200	207
Gross profit	12.8	16.6	29.7	29.6	36.9	113	139
<i>Gross margin</i>	<i>19.2%</i>	<i>30.9%</i>	<i>35.9%</i>	<i>33.2%</i>	<i>42.5%</i>	<i>36.1%</i>	<i>40.0%</i>
Regional overhead cost	10.9	12.5	8.9	10.2	10.5	42	66
Regional operating profit	1.9	4.1	20.8	19.4	26.4	71	73
<i>Regional operating profit margin</i>	<i>2.9%</i>	<i>7.6%</i>	<i>25.2%</i>	<i>21.7%</i>	<i>30.4%</i>	<i>22.6%</i>	<i>21.2%</i>
Corporate cost	10.2	8.0	8.0	9.7	10.4	36	34
Group operating profit excl. special items	-8.3	-3.9	12.8	9.7	16.1	35	39
<i>Group operating profit margin excl. special items</i>	<i>-12.5%</i>	<i>-7.2%</i>	<i>15.5%</i>	<i>10.9%</i>	<i>18.5%</i>	<i>11.1%</i>	<i>11.3%</i>

Region Asia P&L

Region Asia DKKm	Quarterly performance					FY performance	
	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	FY25	FY24
Revenue	32.3	36.1	41.8	37.9	37.0	153	149
Production cost	27.6	27.6	33.0	31.2	30.2	122	123
Gross profit	4.7	8.5	8.8	6.7	6.8	31	26
<i>Gross margin</i>	<i>14.6%</i>	<i>23.5%</i>	<i>21.0%</i>	<i>17.7%</i>	<i>18.3%</i>	<i>20.2%</i>	<i>17.2%</i>
Regional overhead cost	3.8	3.4	3.7	4.0	3.9	15	18
Regional operating profit	0.9	5.1	5.1	2.8	2.8	16	8
<i>Regional operating profit margin</i>	<i>2.8%</i>	<i>14.1%</i>	<i>12.1%</i>	<i>7.3%</i>	<i>7.6%</i>	<i>10.3%</i>	<i>5.2%</i>
Corporate cost	5.2	3.9	3.8	4.4	4.7	17	14
Group operating profit excl. special items	-4.3	1.2	1.2	-1.6	-1.9	-1	-6
<i>Group operating profit margin excl. special items</i>	<i>-13.3%</i>	<i>3.3%</i>	<i>2.9%</i>	<i>-4.2%</i>	<i>-5.1%</i>	<i>-0.7%</i>	<i>-4.0%</i>

Public DK incl. passthrough

Public DK incl. passthrough DKKm	Quarterly performance					FY performance	
	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	FY25	FY24
Revenue	88.1	97.7	77.7	89.0	87.9	352.3	389.1
Production cost	72.8	80.3	67.7	77.2	78.9	304.1	309.0
Gross profit	15.3	17.4	10.0	11.8	9.0	48.2	80.1
<i>Gross margin</i>	<i>17.4%</i>	<i>17.8%</i>	<i>12.9%</i>	<i>13.3%</i>	<i>10.2%</i>	<i>13.7%</i>	<i>20.6%</i>
Regional overhead cost	10.1	10.6	7.2	7.6	6.9	32.3	21.6
Regional operating profit	5.2	6.8	2.8	4.2	2.1	15.9	58.5
<i>Regional operating profit margin</i>	<i>5.9%</i>	<i>7.0%</i>	<i>3.6%</i>	<i>4.7%</i>	<i>2.4%</i>	<i>4.5%</i>	<i>15.0%</i>
Corporate cost	9.1	17.9	16.0	19.2	20.3	73.4	72.5
Group operating profit excl. special items	-3.9	-11.1	-13.2	-15.0	-18.2	-57.5	-14.0
<i>Group operating profit margin excl. special items</i>	<i>-4.4%</i>	<i>-11.4%</i>	<i>-17.0%</i>	<i>-16.9%</i>	<i>-20.7%</i>	<i>-16.3%</i>	<i>-3.6%</i>

Public DK excl. passthrough

Public DK excl. passthrough DKKm	Quarterly performance					FY performance	
	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	FY25	FY24
Revenue	71.5	64.8	61.0	65.7	68.2	259.7	285.6
Production cost	56.2	47.4	51.0	53.9	59.2	211.5	205.5
Gross profit	15.3	17.4	10.0	11.8	9.0	48.2	80.1
<i>Gross margin</i>	<i>21.4%</i>	<i>26.9%</i>	<i>16.4%</i>	<i>18.0%</i>	<i>13.2%</i>	<i>18.6%</i>	<i>28.0%</i>
Regional overhead cost	10.1	10.6	7.2	7.6	6.9	32.3	21.6
Regional operating profit	5.2	6.8	2.8	4.2	2.1	15.9	58.5
<i>Regional operating profit margin</i>	<i>7.3%</i>	<i>10.5%</i>	<i>4.6%</i>	<i>6.4%</i>	<i>3.1%</i>	<i>6.1%</i>	<i>20.5%</i>
Corporate cost	9.1	17.9	16.0	19.2	20.3	73.4	72.5
Group operating profit excl. special items	-3.9	-11.1	-13.2	-15.0	-18.2	-57.5	-14.0
<i>Group operating profit margin excl. special items</i>	<i>-5.5%</i>	<i>-17.1%</i>	<i>-21.6%</i>	<i>-22.8%</i>	<i>-26.7%</i>	<i>-22.1%</i>	<i>-4.9%</i>

SCALES

SCALES DKKm	Quarterly performance					FY performance	
	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	FY25	FY24
Revenue	92.7	92.7	92.7	92.7	92.7	92.7	92.7
Production cost	67.2	67.2	67.2	67.2	67.2	67.2	67.2
Gross profit	25.5	25.5	25.5	25.5	25.5	25.5	25.5
<i>Gross margin</i>	27.5%	27.5%	27.5%	27.5%	27.5%	27.5%	27.5%
Regional overhead cost	3.7	3.7	3.7	3.7	3.7	3.7	3.7
Regional operating profit	21.8	21.8	21.8	21.8	21.8	21.8	21.8
<i>Regional operating profit margin</i>	23.5%	23.5%	23.5%	23.5%	23.5%	23.5%	23.5%
Corporate cost	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Group operating profit excl. special items	21.8	21.8	21.8	21.8	21.8	21.8	21.8
<i>Group operating profit margin excl. special items</i>	23.5%	23.5%	23.5%	23.5%	23.5%	23.5%	23.5%

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